BUDGET BOOK NAVIGATION TIPS

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

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

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

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

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

City of Glendale, Arizona

Annual Budget, 2011-2012

CITY OF GLENDALE, ARIZONA
FY 2011-12 ANNUAL BUDGET

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To the Citizens of Glendale:
As citizens of Glendale, we have many reasons to be proud of our remarkable community. Despite challenges presented by the slowed economy, we continue to achieve successes that have made our community an ideal place to live, work and play. As we continue to imagine the bright future of our great city, I'd like to reaffirm some of the key strategic goals my colleagues and I established for the city that will continue to distinguish Glendale locally, nationally and internationally.

One community that is fiscally sound…
The economic realities of today demand that organizations everywhere find a strategy to balance ever-diminishing resources with ever-increasing demands. Our city has faced unprecedented fiscal challenges outside of our control over the past few years. We have faced these challenges head-on knowing that our track record of fiscal responsibility would serve us through these tough times. Our FY 2012 budget is a balanced budget focused on providing those core services that our citizens deserve and that are the hallmark of our community. Further, this budget reflects our commitment to fiscal responsibility by managing our budget to minimize significant impacts to those we serve while simultaneously nurturing those investments that will enable the city to pursue opportunities as the economy recovers.

One community with quality economic development…
Our economic development approach is multi-faceted:

- Attract and nurture those businesses and investments that bring high quality, well-paying jobs to our community;
- re-imagine and transform our downtown into a hub for economic activity;
- retain and recognize our small business community through positive, collaborative relationships; and
- capitalize on tourism dollars by offering visitors around the world a destination point in our city.

This approach has been implemented very successfully in our community. In FY 2011 we welcomed 19 companies into Glendale and celebrated the expansion of three existing companies in our city. Cumulatively, these resulted in the creation or retention of 1,776 jobs in Glendale.

We continue to actively support the expansion of our medical and educational partners who provide high-quality jobs in key knowledge-based industries. One such partner is Devry University which located a branch facility in Westgate City Center in 2011. This educational institution will host 500 students in their new location.
Midwestern University, now in its 15th year in our city, will add an additional 50 jobs to their bustling campus this year meaning they will soon employ over 600 people.

Banner Thunderbird Medical Center now employs more than 3,000 people. This highly regarded acute-care hospital completed an expansion project in 2010, which included the West Valley's first pediatric intensive care unit.

Healthcare careers are in greater demand than ever and we were pleased that Arizona College of Allied Health chose to expand their Glendale location in 2010 in order to meet their growth needs. This nationally accredited post-secondary educational institution provides training in a wide variety of health care professions.

This past year included significant gains in our efforts to redevelop our Centerline area. Southwest Ambulance moved its West Valley headquarters into a vacant 18,000 square foot building at 52nd and Glendale Avenues and brought 60 employees to occupy this formerly vacant space. Southwest Ambulance also will set up its dispatch center in the remaining vacant space at the city-owned Promenade at Palmaire in historic Catlin Court.

Another very exciting development in Centerline is Artwerks Lateral 58. Held on the first Saturday of each month in the fall and spring, artists gather in downtown Glendale to create, showcase and sell their art. Still in its infancy, Artwerks has already attracted hundreds of visitors to downtown Glendale. While these visitors are enjoying music and art, they also enjoy the shopping and dining options that benefit our valuable local businesses in downtown Glendale.

Our economic development efforts didn't stop with assisting in attracting and expanding businesses. Recognizing how much economic vitality can be bolstered with tourism dollars, we transformed our 10-year-old Visitors Center into a state-sanctioned Convention and Visitors Bureau (CVB) that enables the entire West Valley to compete with international destinations. The CVB is a visitor's one-stop-shop to learn about the diverse amenities offered within Glendale and surrounding communities. Already it has attracted tourists from around the world for special events, sporting events, and festivals.

One community with strong neighborhoods…

Over the past year we continued to focus on strengthening and preserving our diverse neighborhoods. I would like to highlight two growing programs that specifically address the needs of our neighborhoods.

The "Adopt a Neighborhood Program" is a new, innovative program led by Glendale's Neighborhood Partnerships Office. This program engages neighbors, local non-profits and faith-based organizations in the rehabilitation of properties within our neighborhoods. Projects have included home painting, lot and yard cleanings, painting address numbers on curbs, and events focused on building volunteer capacity and relationships in the neighborhoods. As faith-based organizations build relationships in these neighborhoods, they also assist individuals with more immediate challenges by providing food and clothing to those in need. This worthwhile program has already engaged over 400 Glendale residents in extensive efforts in four neighborhoods in our city.

The second neighborhood effort I would like to highlight is our successful Historic Preservation program. Soon the completion of the Myrtle Avenue Cultural Gateway will be added to its impressive list of restored landmarks. The adobe house and 1930 automobile service station at Grand and Myrtle

Avenues will be returned to their original appearance in celebration of the role this property played in Glendale before freeways were constructed. The project is funded through grants from the United States Department of the Interior.

In May 2011 we celebrated Historic Preservation Month with events that included our 8th annual Historic Preservation Bus Tour to showcase our rich heritage and treasured landmarks.

These two neighborhood initiatives represent just a fraction of the focus we have placed on building a strong city through strong neighborhoods.

One community dedicated to public safety…
Our top priority is to provide the safest and most secure environment for residents, businesses and visitors. Our police and fire professionals work tirelessly to fulfill that commitment.

One innovative project underway is our Police Department's collaboration with Arizona State University's Center for Violence Prevention and Community Safety for the implementation of a Smart Policing Initiative grant from the Bureau of Justice Assistance. The grant funds are being used for community policing and the implementation of proven problem solving methods to reduce crime and disorder in our community. This initiative allows officers the opportunity to apply creative approaches in addressing challenges in our neighborhoods while working hand-in-hand with community leaders to have the most direct impact in reducing criminal behavior. Just over the past few months, they have developed multifaceted approaches to neighborhood crime problems that include a mix of enforcement, prevention, public education and partnerships. The Glendale Police Department's innovative approach to policing means that our community can continue to set the standard for cities across the country.

Glendale's Fire Department also continues to contribute to the health and safety of our community through innovative educational programs designed to prevent health-related issues before they arise. The "Healthier Safer Lives" program is their most recent initiative. Glendale Fire Department professionals hold six events per year at various locations, each targeting senior living facilities and facilities with school-aged children. The program includes topics about health and exercise that lead to an improved quality of life for the citizens. Through educational programs like "Healthier Safer Lives," the Glendale Fire Department hopes to help residents recognize the value of preventative care so that tragedies do not occur.

One community with high-quality services…
Consistently providing high-quality services is the foundation on which our city government is built. Water, sewer, sanitation and landfill services are the most basic as they are necessary in all households and businesses. Through staff innovations, prudent investments and reduced growth, we will maintain the current rates for all of these services this year.

Closing

Glendale is more than just a group of people who happen to live in the same city. We are truly one community. We share our challenges, our triumphs and our mutual belief in the greatness of our city. We've shown how resilient we are with the challenging economy and we will continue responding positively with whatever challenges tomorrow may bring. The strategic goals upon which our budget is established have enabled us to continue providing those core services that our citizens greatly deserve. We are a safe community with strong neighborhoods and exceptional city services. Moving forward together, our community will continue to be the place that you are proud to call home.

Thank you for your confidence and support.

Sincerely,

Elaine M. Scruggs

Mayor

Mayor & City Council

Mayor
Elaine M. Scruggs

Vice Mayor
Steven E. Frate
Sahuaro District

Councilmember
Yvonne J. Knaack
Barrel District

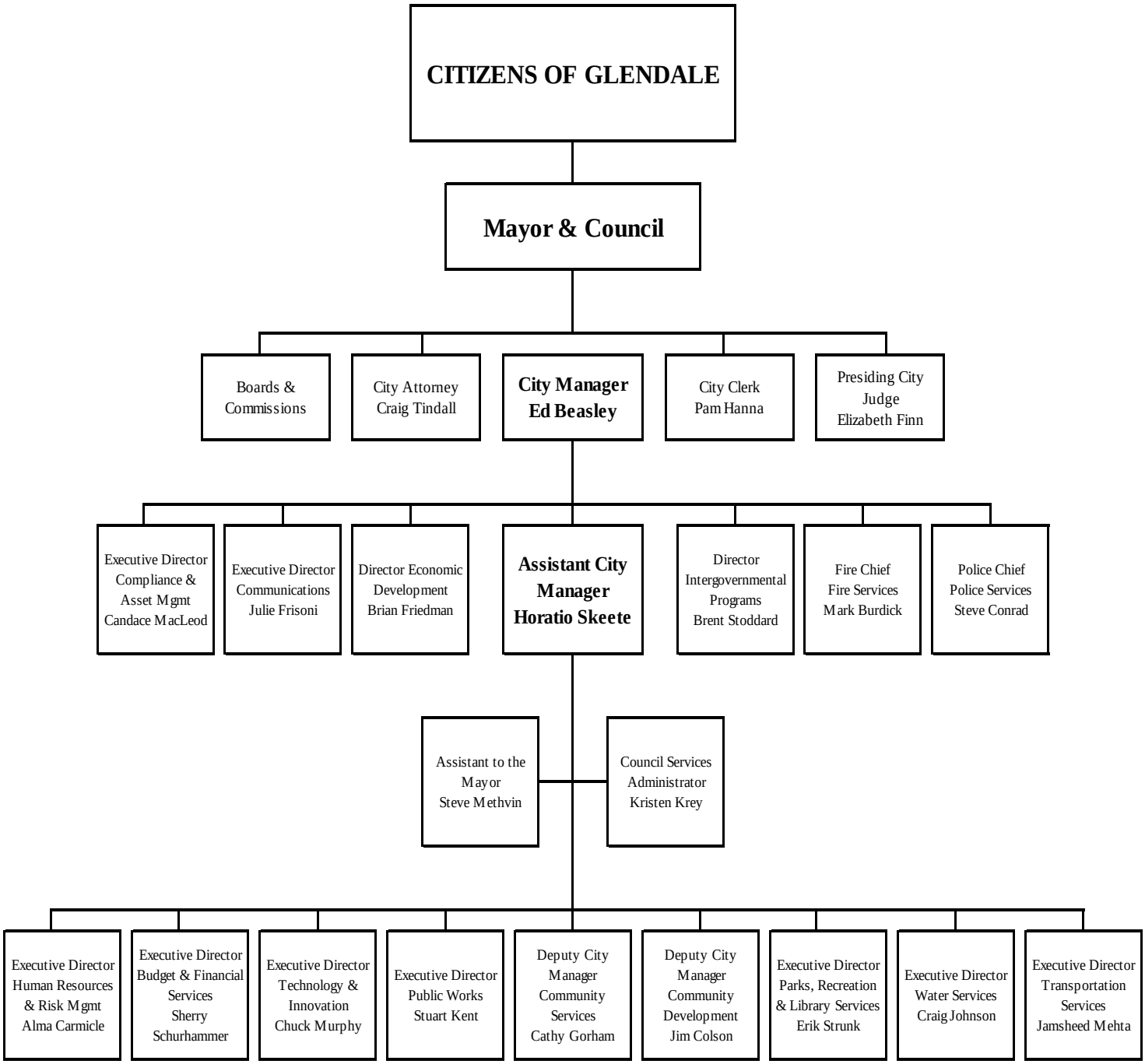
Councilmember
H. Philip Lieberman
Cactus District

Councilmember
Manuel D. Martinez
Cholla District

Councilmember
Norma S. Alvarez
Ocotillo District

Councilmember
Joyce V. Clark
Yucca District

CITY ORGANIZATIONAL CHART



CITY MANAGEMENT

Mayor

ELAINE M. SCRUGGS

Councilmembers

Steven E. Frate
Vice Mayor
Sahuaro District

Norma Alavarez
Ocotillo District

Joyce V. Clark
Yucca District

Yvonne J. Knaack
Barrel District

H. Philip Lieberman
Cactus District

Manuel D. Martinez
Cholla District

Management Staff

Ed Beasley
City Manager

Horatio Skeete
Assistant City Manager

Department Heads and Directors

Craig Tindall
City Attorney

Pamela Hanna
City Clerk

Judge Elizabeth Finn
Presiding City Judge

Department Heads and Directors, cont.

Sherry Schurhammer
Budget & Financial Services

Julie Frisoni
Communications

Candace MacLeod
Compliance & Asset Management

Jim Colson
Development Services

Brian Friedman
Economic Development

Mark Burdick
Fire Services

Alma Carmicle
Human Resources & Risk Management

Brent Stoddard
Intergovernmental Programs

Cathy Gorham
Neighborhood & Human Services

Erik Strunk
Parks, Recreation & Library Services

Steven Conrad
Police Services

Stuart Kent
Public Works

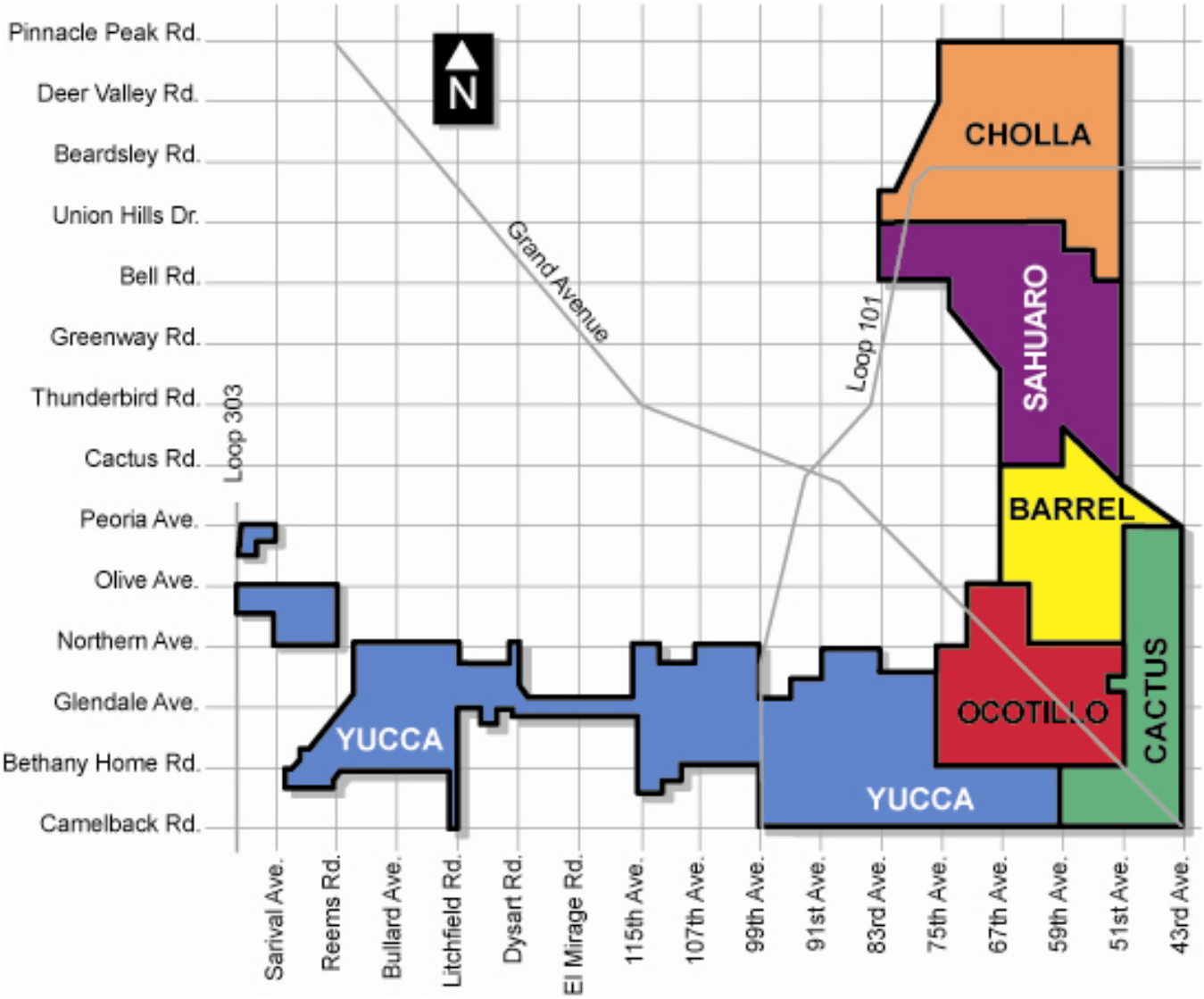
Department Heads and Directors, cont.

Chuck Murphy
Technology & Innovation

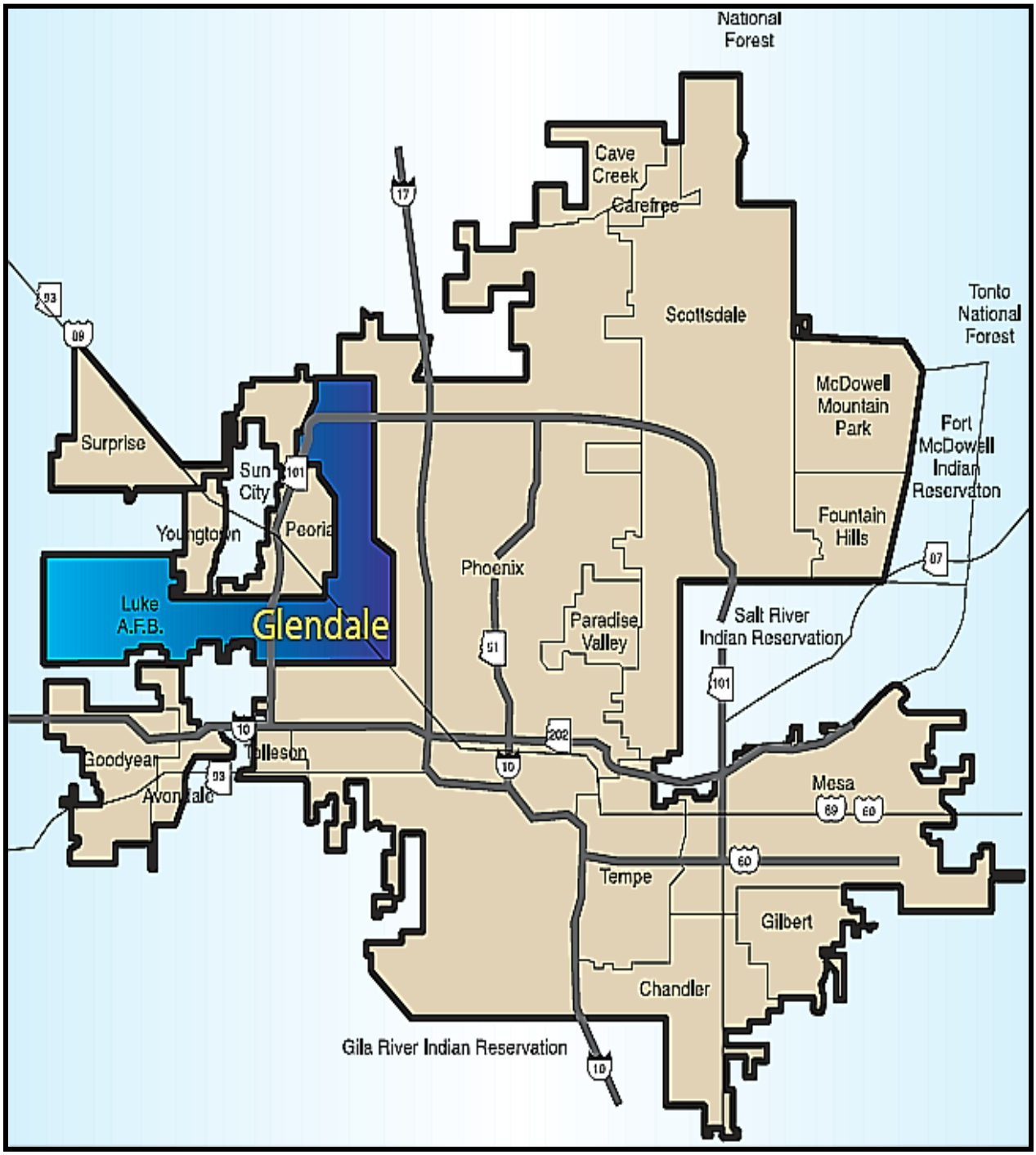
Jamsheed Mehta
Transportation Services

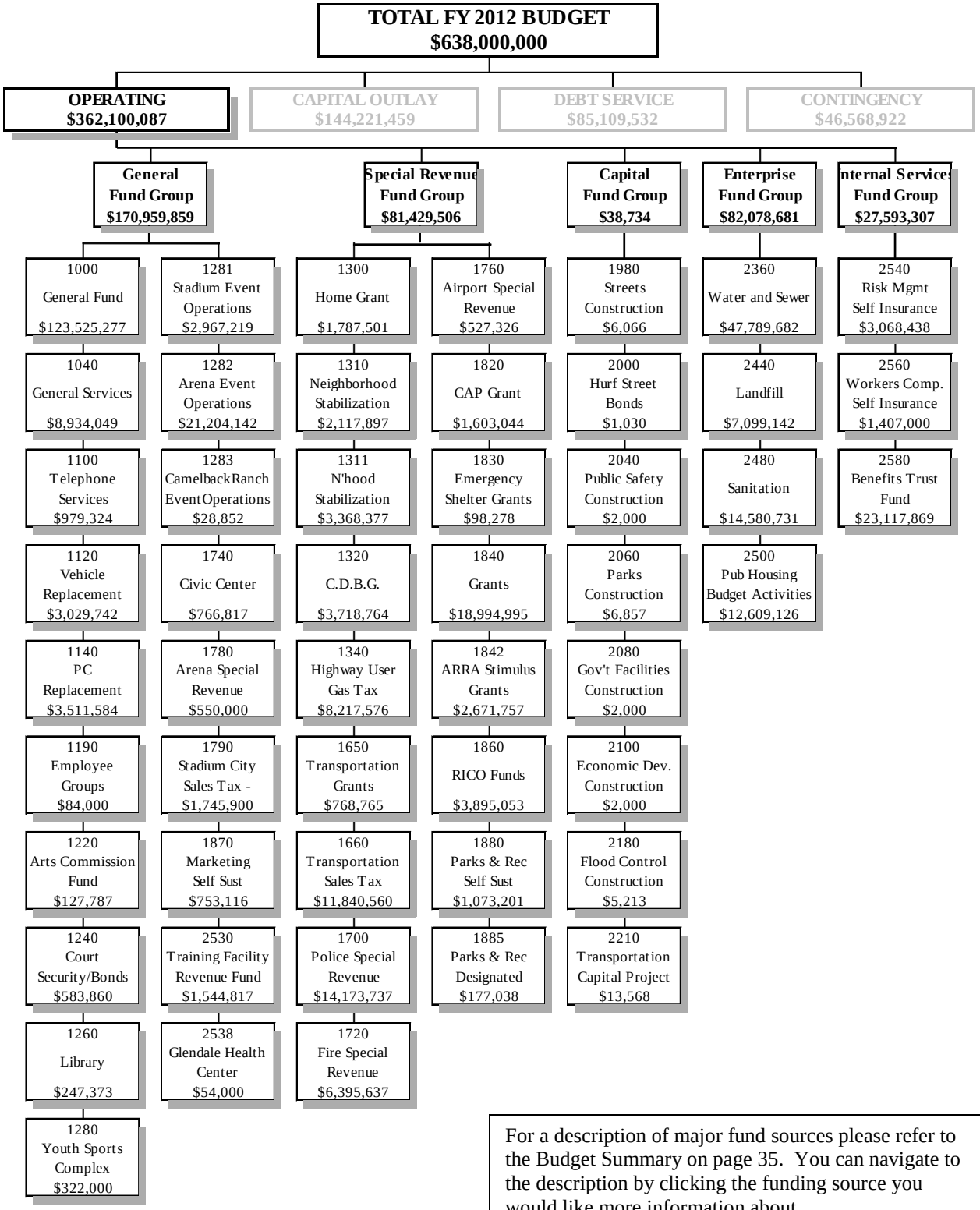
Craig Johnson
Water Services

GLENDALE COUNCIL DISTRICT BOUNDARIES

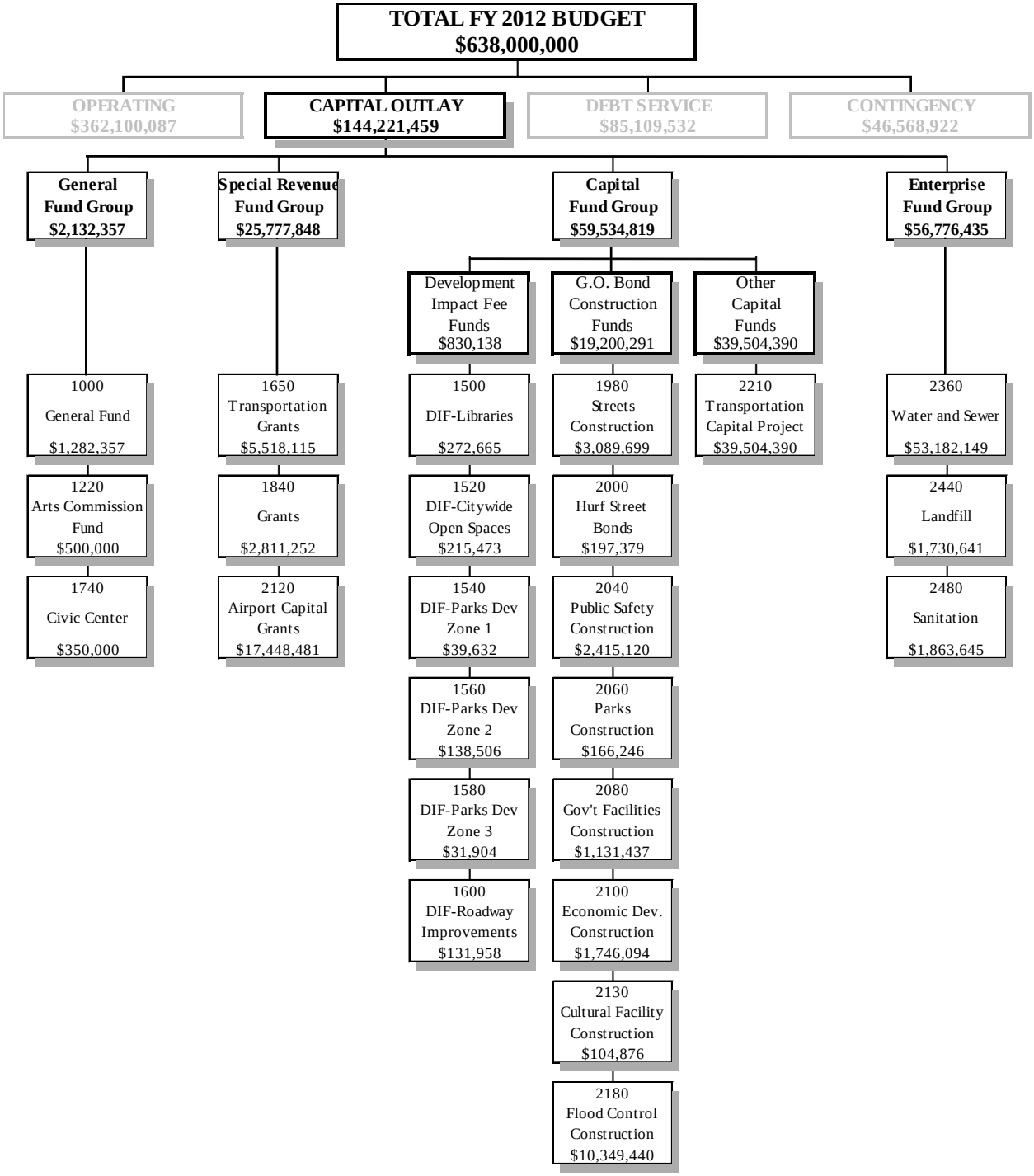


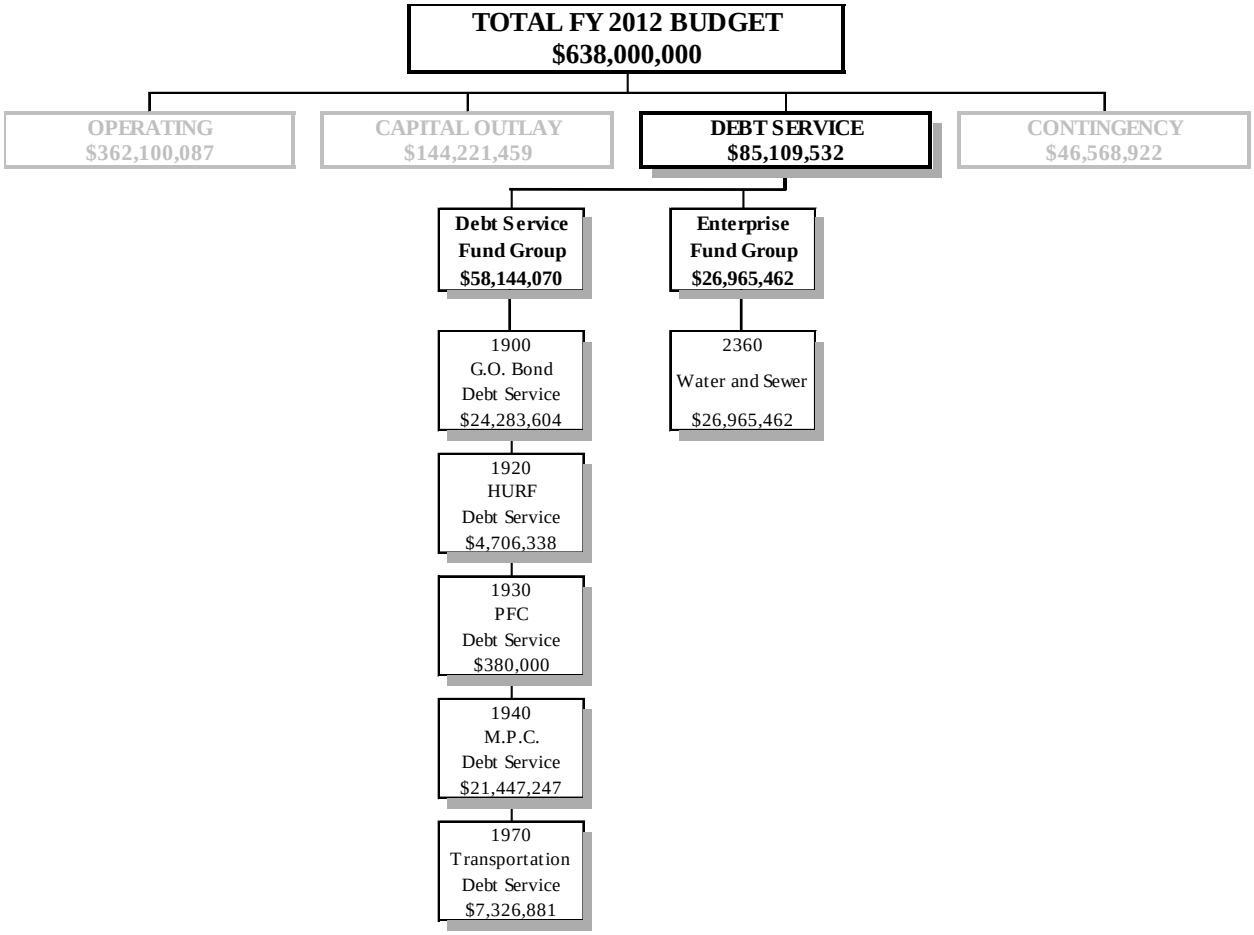
MAP OF GLENDALE AND NEIGHBORING COMMUNITIES

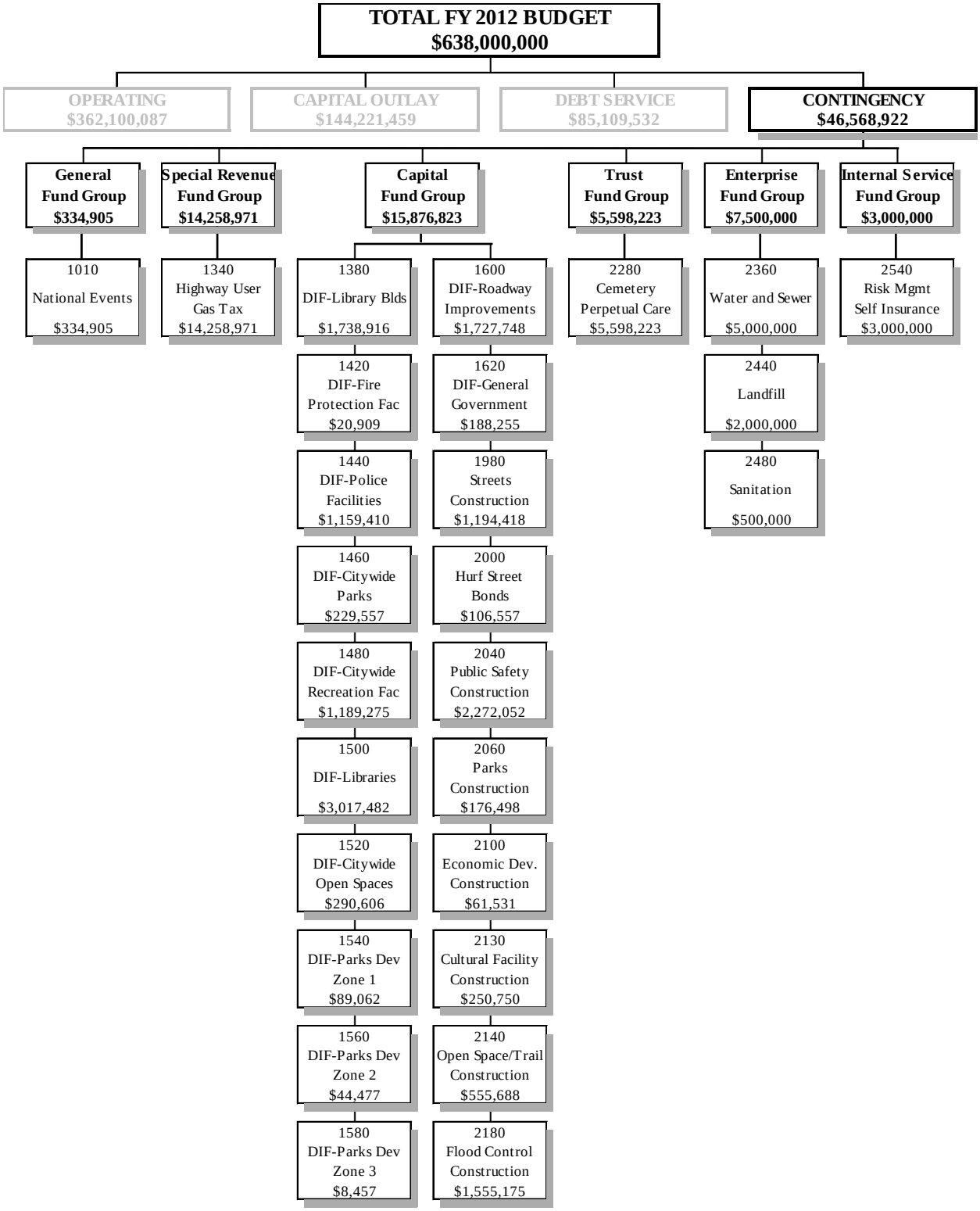




For a description of major fund sources please refer to the Budget Summary on page 35. You can navigate to the description by clicking the funding source you would like more information about.


TOTAL FY 2012 BUDGET
$638,000,000
OPERATING
$362,100,087
CAPITAL OUTLAY
$144,221,459
DEBT SERVICE
$85,109,532
CONTINGENCY
$46,568,922
General Fund Group
$2,132,357
Special Revenue Fund Group
$25,777,848
Capital Fund Group
$59,534,819
Enterprise Fund Group
$56,776,435
Development Impact Fee Funds
$830,138
G.O. Bond Construction Funds
$19,200,291
Other Capital Funds
$39,504,390
1000 General Fund $1,282,357
1220 Arts Commission Fund $500,000
1740 Civic Center $350,000
1650 Transportation Grants $5,518,115
1840 Grants $2,811,252
2120 Airport Capital Grants $17,448,481
1500 DIF-Libraries $272,665
1520 DIF-Citywide Open Spaces $215,473
1540 DIF-Parks Dev Zone 1 $39,632
1560 DIF-Parks Dev Zone 2 $138,506
1580 DIF-Parks Dev Zone 3 $31,904
1600 DIF-Roadway Improvements $131,958
1980 Streets Construction $3,089,699
2000 Hurf Street Bonds $197,379
2040 Public Safety Construction $2,415,120
2060 Parks Construction $166,246
2080 Gov't Facilities Construction $1,131,437
2100 Economic Dev. Construction $1,746,094
2130 Cultural Facility Construction $104,876
2180 Flood Control Construction $10,349,440
2210 Transportation Capital Project $39,504,390
2360 Water and Sewer $53,182,149
2440 Landfill $1,730,641
2480 Sanitation $1,863,645


TOTAL FY 2012 BUDGET
$638,000,000
OPERATING
$362,100,087
CAPITAL OUTLAY
$144,221,459
DEBT SERVICE
$85,109,532
CONTINGENCY
$46,568,922
Debt Service Fund Group
$58,144,070
Enterprise Fund Group
$26,965,462
1900
G.O. Bond
Debt Service
$24,283,604
1920
HURF
Debt Service
$4,706,338
1930
PFC
Debt Service
$380,000
1940
M.P.C.
Debt Service
$21,447,247
1970
Transportation
Debt Service
$7,326,881
2360
Water and Sewer
$26,965,462


TOTAL FY 2012 BUDGET
$638,000,000
OPERATING
$362,100,087
CAPITAL OUTLAY
$144,221,459
DEBT SERVICE
$85,109,532
CONTINGENCY
$46,568,922
General Fund Group
$334,905
Special Revenue Fund Group
$14,258,971
Capital Fund Group
$15,876,823
Trust Fund Group
$5,598,223
Enterprise Fund Group
$7,500,000
Internal Service Fund Group
$3,000,000
1010 National Events $334,905
1340 Highway User Gas Tax $14,258,971
1380 DIF-Library Blds $1,738,916
1600 DIF-Roadway Improvements $1,727,748
2280 Cemetery Perpetual Care $5,598,223
2360 Water and Sewer $5,000,000
2540 Risk Mgmt Self Insurance $3,000,000
1420 DIF-Fire Protection Fac $20,909
1620 DIF-General Government $188,255
2440 Landfill $2,000,000
1440 DIF-Police Facilities $1,159,410
1980 Streets Construction $1,194,418
2480 Sanitation $500,000
1460 DIF-Citywide Parks $229,557
2000 Hurf Street Bonds $106,557
1480 DIF-Citywide Recreation Fac $1,189,275
2040 Public Safety Construction $2,272,052
1500 DIF-Libraries $3,017,482
2060 Parks Construction $176,498
1520 DIF-Citywide Open Spaces $290,606
2100 Economic Dev. Construction $61,531
1540 DIF-Parks Dev Zone 1 $89,062
2130 Cultural Facility Construction $250,750
1560 DIF-Parks Dev Zone 2 $44,477
2140 Open Space/Trail Construction $555,688
1580 DIF-Parks Dev Zone 3 $8,457
2180 Flood Control Construction $1,555,175

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2010.

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.

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 2012 budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the FY 2011 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, performance measures 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.

FY 2012-2021 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 2012 BUDGET CALENDAR

July 2010 – February 2011

Budget analyzed revenue and expenditure data to determine budget outlook for FY 2012. Discussions with the assistant city manager and other executive management staff occurred during this time regarding numerous balancing options for the FY 2012 capital and operating budgets.

September 2010 – January 2011

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 FY 2012-2021 document for City Council review.

Preparation of FY 2012 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 was also prepared during this time, with periodic updates to the assistant city manager.

November 2010

16 Status report through the first quarter on the FY 2011 General Fund operating budget revenues and expenditures was presented to City Council.

29 FY 2012 operating budget kickoff meeting with the executive leadership team comprised of the assistant city manager, deputy city managers, police and fire chiefs, and City Council appointees.

30 FY 2012 operating budget kickoff meeting with department directors and staff to commence budget input. Input continued through December 23, 2010.

December 2010

8 City Council goal review and strategic planning retreat with a presentation of the successes of the city's Innovate program. City Council affirmed its existing strategic goals.

23 Last day for FY 2012 operating budget input by departments.

January 2011

18 Economic update and outlook, as well as status report through five months on the FY 2011 General Fund operating budget revenues and expenditures, were presented to City Council. Overall balancing strategy for the FY 2012 operating budget also was discussed with City Council.

February 2011

The balancing plan for the FY 2012 general fund operating budget and the FY 2012-2021 capital plan was finalized with the assistant city manager and the executive leadership team. Preparation of the City Council budget workbook for the March 22 and 29 budget workshops commenced.

March 2011

1 Status report through seven months on the FY 2011 General Fund operating budget revenues and expenditures was presented to City Council.

14 Delivery of the City Council budget workbook occurred during the week beginning March 14. The workbook contained the city manager's recommended FY 2012 budget memo, the FY 2012 operating budget document and the preliminary FY 2012-2021 capital improvement plan.

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

29 1:30 PM – 5:00 PM, budget workshop

April 2011

The FY 2012 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 2011

17 The FY 2012 preliminary budget document was delivered to City Council in advance of the May 24 council meeting.

24 City Council adopted a resolution approving the FY 2012 preliminary budget, directing publication of the preliminary budget, giving notice of the June 14 date for the public hearing on the FY 2012 preliminary budget and a separate public hearing on the FY 2012 property tax levy and giving notice of the June 28 date for the adoption of the FY 2012 property tax levy.

26 Publication in ***The Glendale Star*** of FY 2012 budget information as required by state statute.

June 2011

2 Second publication in ***The Glendale Star*** of FY 2012 budget information as required by state statute.

2 The Planning Department presented the FY 2012-2021 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 2012-2021 CIP is consistent with the Glendale's General Plan.

14 City Council conducted a public hearing on the FY 2012 property tax levy. City Council conducted a separate public hearing on the FY 2012 budget and convened a special meeting to adopt a resolution approving the FY 2012 budget.

28 City Council adopted an ordinance approving the FY 2012 property tax levy.

July 2011

1 Start of FY 2012.

September 2011

TBD Clean up ordinance to City Council regarding FY 2011 inter-fund budget transfers.

FY 2012 BUDGET PROCESS

OVERVIEW:

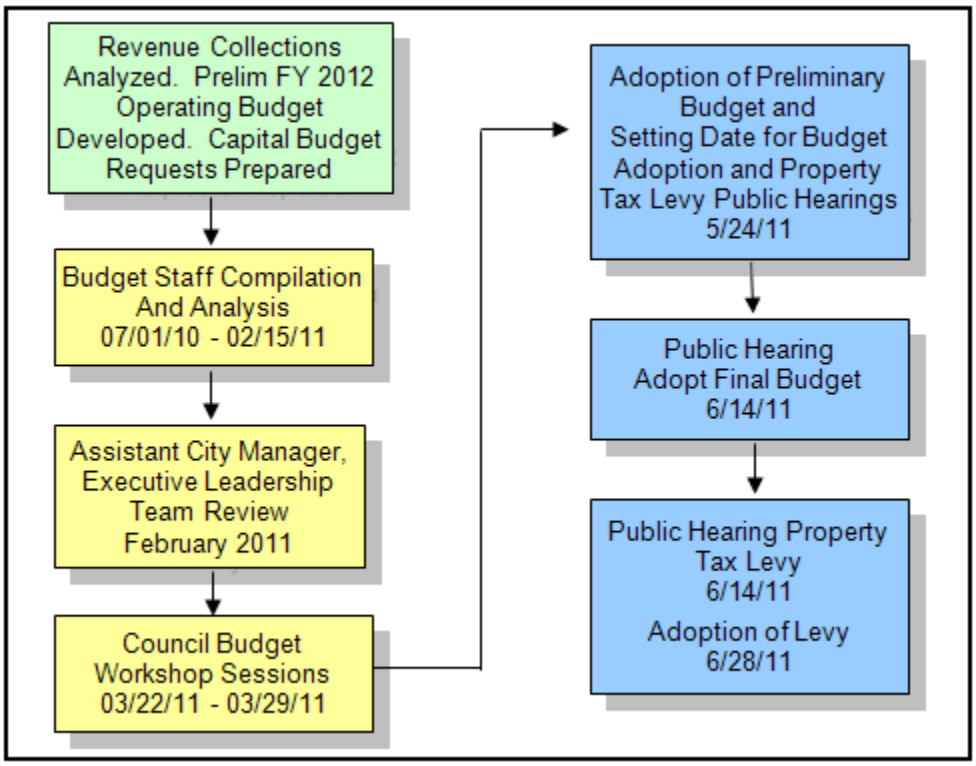
The FY 2012 operating and capital budgets are based on council's continued vision of 'one community' and the supporting strategic goals that Council reaffirmed at a December 2009 retreat:

- 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.

Two principal issues for the FY 2012 budget were the ongoing challenges of the economy and the Coyotes National Hockey League team as the main tenant of the city-owned Jobing.com Arena. Both are discussed in detail in the *City Manager's Message* in this document.

Over the course of several months various balancing options for both the FY 2012 operating budget and the FY 2012-2021 capital improvement plan were evaluated. A final balancing plan was established in February 2011 and resulted in the recommended budget presented to City Council at a series of budget workshops held in March 2011. For more information please see the *City Manager's Message* in this document

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 2012 budget, the Council adopted it and thereby set the expenditure limitation for FY 2012. A separate public hearing on the FY 2012 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 2012 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, Sanitation and Community Housing Services) 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:

A new fund was budgeted in FY 2012 within the General Fund Group titled Camelback Ranch Event Ops (Fund 1283). This fund is used to track operational expenditures incurred at the new spring training baseball facility which is home to the Los Angeles Dodgers and Chicago White Sox. Any revenue reimbursement received for city services is recorded in the fund. A General Fund operating transfer will be made to cover all expenditures that exceed the reimbursement received. This fund will function in much the same way as the Stadium Event Operations (Fund 1281) and Arena Event Operations (Fund 1282) that were established to track financial activity at the NFL's Arizona Cardinals and NHL's Phoenix Coyotes venues.

The Civic Center (Fund 1740) was reclassified from the Special Revenue Fund Group in FY 2011 to the General Fund Group in FY 2012. This change was made due to the level of support received from the General Fund made via annual operating transfers of cash to cover Civic Center expenditures that exceed revenues collected. A $361,497 General Fund transfer was budgeted in FY 2011 and a $406,517 transfer has been budgeted for FY 2012. FY 2011 Civic Center budgeted revenues totaled $387,000, while the FY 2012 revenue budget is $410,300.

Another new fund was created within the Special Revenue Fund Group titled Neighborhood Stabilization Program III (Fund 1311). This fund is used to track revenues received from the federal government and any associated expenditures with the federal grant program. This new fund is very similar to the Neighborhood Stabilization Program (Fund 1310) that has been included in the city's budget for many years.

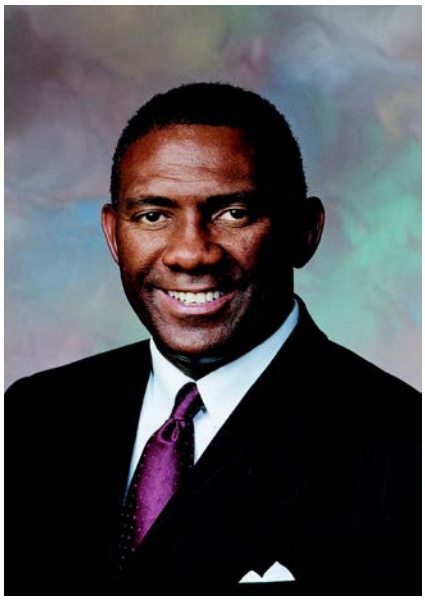
A new fund titled P.F.C. Debt Service (Fund 1930) was created within the Debt Service Fund Group to track the principal and interest payments associated with the construction and

equipment needed for the Camelback Ranch spring training baseball facility. The Public Facilities Corporation (PFC) is a non-profit corporation organized under the laws of the State of Arizona. City Council retains oversight and must approve all debt upon recommendation from the PFC Board of Directors, which consists of four City employees and one private citizen. Although the PFC is a legally separate entity from the City, the PFC is reported as if it is part of the primary government because it sole purpose is to finance and construct public facilities for the City.

Debt service for Highway User Fee Revenue (HURF) bonds will continue to be addressed as it was for FY 2010 and FY 2011. 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 FY 2011 and further reduced for FY 2012. Therefore, a portion of HURF debt service will continue to be paid by secondary property tax revenue ($1,353,169), roadway development impact fees ($1 million) and transportation sales tax revenues ($1 million). The remaining $1,353,169 needed for the $4,706,338 debt service payment will be paid for using HURF revenues.

Budget Message

2011-2012



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 long-term fiscal strength and sustainability for the community. This outcome is being accomplished 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 during the long and deep recession that hit Arizona particularly hard. As a result, the city's FY 2012 budget continues to provide resources to maintain high quality, core services and minimizes the impact of budget reductions in other areas of city services. The FY 2012 budget also continues to position ourselves to be proactive and responsive to opportunities that benefit the community.

The FY 2012 budget total across all funds is $638 million. The total of $638 million is the third consecutive year of decline from the peak of $925 million in FY 2009. Despite the declines, the overall budget continues to focus on the Mayor and Council's vision of 'one community' and the supporting strategic goals that Council reconsidered at a December 2010 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.

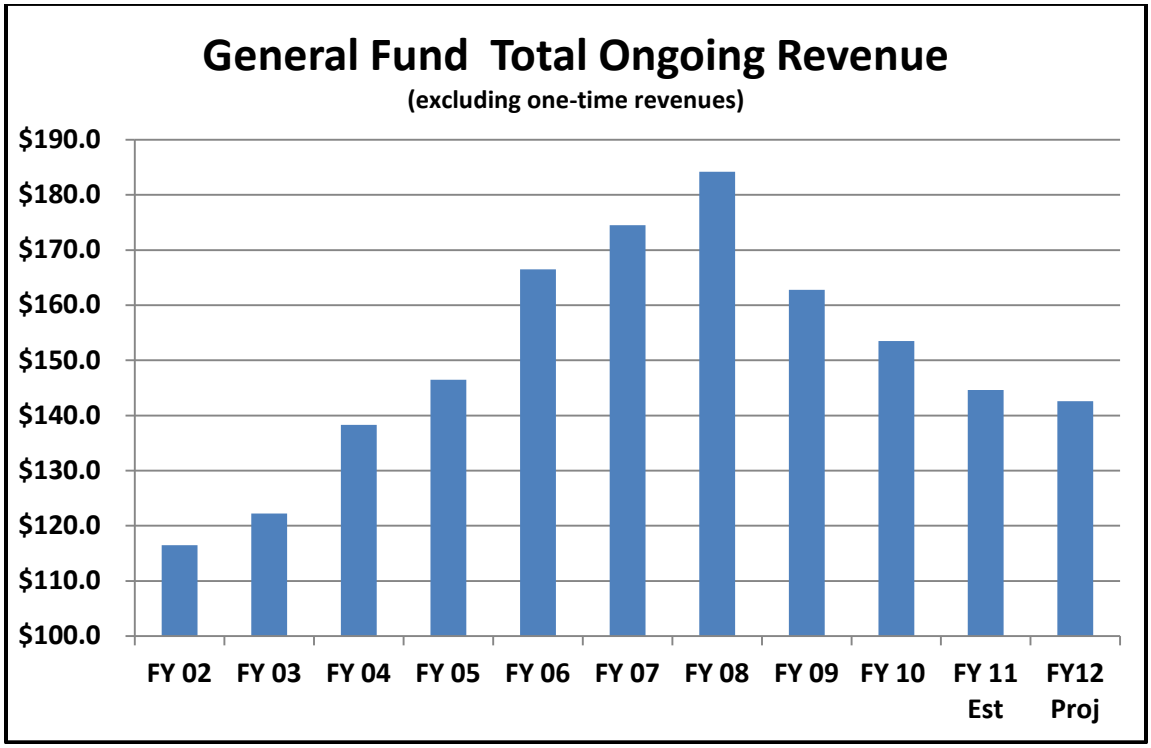
The FY 2012 budget also continues to reflect the enduring challenges of the post-recession economy. Many expenditure management measures were implemented since FY 2009 while keeping our focus on providing exceptional city services that sustain Council's strategic goals. While public safety remains a top priority for Council, the represented public safety labor groups have fully participated in helping to balance the budget. They have made reductions in their operating budget, implemented operational efficiencies, absorbed vacancies, and made concessions on labor-related items.

Discussion – Principal Issues
The same two principal issues that had to be addressed for the FY 2011 budget remain for the FY 12 budget. They are explained below. The budget actions taken to address these two principal issues are addressed in the subsequent section.

Economic Conditions. One principal issue for the FY 2012 budget continues to be the recession and the impact it had, and continues to have, on the city's resources to fund services to the community and the city's capital plan. Arizona was substantially impacted by the recent recession as indicated by the unprecedented decline in property values (discussed later in this message) and 35 consecutive months of year-over-year job losses that just ended in January 2011. As a result, economic recovery is expected to occur over an extended period of time.

According to the academic, private and government experts on the Arizona economy, recovery across the state will rely on business growth and investment that translates into improved employment conditions and population growth. These are the traditional drivers of economic growth in Arizona. Also key to Arizona's recovery is a clearing of the excess inventory of vacant homes and office and retail space that still dominate the Phoenix metropolitan area.

The impact of the economic conditions that have prevailed in Arizona for the past few years are most evident in the major sources of operating and capital budget revenue. For the General Fund (GF) operating budget, ongoing revenue collections peaked in FY 2008 at $184.2 million. The FY 2012 projection of $142.6 million is $41.6 million or 22.6% less than the peak. Overall, we expect to collect less in FY 2012 than we received in FY 2005.



The two major sources of GF operating budget revenue continue to be city sales taxes and state-shared revenues. The FY 2012 city sales tax projection is $51.9 million, an 18% decline from the peak of $63.6 million in FY 2007. The good news is that we believe the positive sales tax performance since the start of FY 2011 means the erosion in this critical revenue source has leveled off. Despite the recent volatility of gas prices and other essential commodities, we believe price stability will return, as it has in the past. Therefore, the FY 2012 projection of $51.9 million reflects a modest increase of 2.7% from the FY 2011 estimate of $50.5 million.

State shared revenue for FY 2012 is expected to be $44.3 million, a 33% decline from the peak of $66.1 million in FY 2008. This is the fourth consecutive year of decline for this critical revenue source. The continued decline is the result of the lagging impact of the economic downturn on income tax receipts and the state's subsequent distribution of them, as well as population changes reflected in the 2010 Census. Glendale formerly comprised almost 5% of the state's population; with the 2010 Census figures, Glendale's population now comprises about 4.5% of the state's total. That seemingly minor change in population distribution resulted in a loss of $5.4 million in state-shared revenue for Glendale, an amount already incorporated into the budget balancing for FY 2012.

On the capital side, Glendale's secondary assessed valuation has plummeted almost 50% from a high of $2.2 billion in FY 2009, which reflected the real estate market of calendar year 2006, to an estimated low of $1.1 billion in FY 2013 (calendar year 2010 real estate market). The unprecedented valuation decline has resulted in a corresponding dive in secondary property tax revenue, from $29.1 million in FY 2010 to $18 million in FY 2012. Another decline is expected for FY 2013 – to an estimated $15.6 million – based on the preliminary valuation notices sent to property owners in February 2011.

City-Owned Jobing.com Arena and the Coyotes Hockey Team. In 2001, the City of Glendale entered into various agreements for the purpose of creating a high-quality, diversified economic engine. The purpose of this economic center was to generate new and sustainable revenue sources to support exceptional city services for the community and to develop a signature destination area for tourism. Offices, hotels, entertainment, retail and restaurant facilities were planned to complement the city-owned Jobing.com Arena. A key tenant of the Jobing.com Arena has been the National Hockey League's (NHL) Coyotes team.

In May 2009, the former owner of the Coyotes hockey team unexpectedly filed for federal bankruptcy protection. During the bankruptcy proceedings, the National Hockey League purchased the assets of the Coyotes but did not assume the arena management, use and lease agreement. Therefore, for the past two years the city has been working with potential buyers of the Coyotes to structure an arrangement that would retain the team in Glendale.

City Council established criteria to guide the development of a new arrangement. They include

- Retention of the team for the full length of the lease at the city's Jobing.com Arena,
- Retention of existing arena revenues to support the annual debt service requirements for the capital construction of the city's Jobing.com Arena, and

- Creation of opportunities for the city to share in new revenue streams that could support exceptional city services to the community and ensure a sustainable future for the city.

These criteria were established because the expenses of managing the arena are currently offset with the revenue earned by having the Coyotes as the arena's main tenant. Further, an independent economic impact study showed that keeping the team for the term of the arena lease and management agreement was valued at between $270 million and $338 million. That is the value to the city today so losing the team to another city would cause significant damage to the Glendale community.

In May 2011, the NHL confirmed its intention to keep the team in Glendale by agreeing to an extension of the management agreement between the NHL and the city. This extension of the agreement allows the team to remain in Glendale for the NHL's 2011-12 season. It also allows the NHL and the city additional time to complete the required agreement with an ownership group that will be committed to retaining the team in Glendale at the Jobing.com Arena. Therefore, the FY 2012 GF operating budget assumes the general terms of the current agreement moving forward will be in place. The most significant is retention of the team as the anchor tenant of Glendale's Jobing.com Arena. The FY 2012 budget also incorporates the addition of a $20 million arena management fee.

Discussion – Actions Taken To Address Principal Issues
The budget balancing strategy that was presented to Council as part of the FY 2011 operating budget remains in place. It is important we continue with this strategy until we see sustained growth in retail sales, income taxes and other critical revenue sources because ongoing revenues have not recovered sufficiently to fully support the city's ongoing operating expenses. While this budget strategy is designed to adapt operations to constrained resources, it also positions the city to be ready for the time when the economy is fully recovered.

This budget strategy is marked by a strategic, business-based and phased approach. This budget strategy also sustains core city services as defined by Council's strategic goals. These core services are health and safety related such as emergency response services provided by the Police and Fire Departments. This strategy also ensures the smooth operation of the overall organization. Finally, to the extent possible, this strategy minimizes the impact to other services provided to the community in recognition of the fact that a municipality is fundamentally a service organization.

One critical element of the city's budget strategy that deserves recognition is the city's Innovate Initiative. This initiative is directly tied to the budget process and the city's strategic business model. Employees have been, and continue to be, actively engaged in making business-based recommendations for adjustments that help us in balancing the budget.

Operating Budget. I have very good news for employees for FY 2012 regarding furloughs and the pay-related reductions offered by the represented labor groups: these measures will be scaled back by 50%. For FY 2012, furloughs will be at 2.5% (52 hours) and the pay-related reductions for the represented labor groups will be changed accordingly.

Also for FY 2012, step increases will be implemented for eligible employees in the represented public safety labor groups. The increases are necessary for Glendale to remain competitive for essential public safety-related recruitment and retention efforts.

The FY 2012 operating budget includes a mix of ongoing and one-time budget measures, debt refunding and use of the GF fund balance as was done for the FY 2009 and FY 2010 operating budgets. Use of the GF fund balance during challenging economic cycles is a legitimate and widely-used course of action for many state and local governments here in Arizona and across the United States.

The City of Glendale established a healthy GF fund balance after the 2001 recession through prudent financial management that resulted in the development of a robust reserve totaling more than $66 million at the end of FY 2008. This was a prudent course of action because that healthy fund balance has enabled the city to continue providing exceptional city services over the past few years and again for FY 2012. The alternative would have been severe ongoing reductions to city services, including core services, to match the $41.6 million or 22.6% decline in GF ongoing revenue sources that was discussed earlier in this message.

By the end of FY 2010, the GF fund balance had declined to $38.8 million. The decline in fund balance during the recession led to a downgrade in the city's bond rating, as has happened with several valley cities given the recession's deep impact on Arizona. While the city's bond rating remains strong, the downgrade is a signal that we must begin rebuilding the city's GF fund balance. Therefore we must make deliberate steps toward a gradual rebuilding of the GF fund balance to a more healthy level.

The recommended mix of ongoing and one-time measures results in a balanced budget plan for FY 2012, as required by state statutes. A summary of the mix of GF ongoing and one-time measures for FY 2012 follows.

- Hold open 64 GF vacancies as they become available. At the time this message was written, 30 GF positions were vacant. **$4.7 million in savings.**
- Continuation of phased, sworn positions (22 FTEs) originally put in place for FY 2011. **$1.6 million in savings.**
- Continue the furlough program but at one-half the level in place for FY 2011. This means that furloughs will be at 2.5% (52 hours) for FY 2012. All non-represented employees participate in the furlough plan. Also similarly modify the pay-related deferrals for the represented employees. **$1.3 million in savings.**
- Five percent (5%) reductions to base budgets plus further reductions to internal service and replacement fund premiums to correspond with the increased number vacancies to be held frozen. **$1.8 million in savings.**
- Restructure lease debt and Municipal Property Corporation debt service to take advantage of more favorable repayment terms. **$8.6 million in savings.**
- One time revenue related to the amended parking agreement for the mixed use development in the sports and entertainment district that City Council approved in January 2011 plus a contribution from the enterprise funds with the refund of the

escrow established to retain the Coyotes team as a primary tenant at the Glendale Arena. This refund makes the funds available for GF use, as a one-time investment, to reduce the amount of transfers from the GF. **$17.5 million in one-time revenue.**

- Use GF fund balance to close the remaining between GF operating revenues and expenditures. **$9.6 million in GF fund balance.**

It is very important to note the use of $17.5M in one-time revenue and $9.6 million in fund balance to balance the GF operating budget for FY 2012 in order to avoid drastic reductions to city services for the community. That one-time revenue and use of fund balance is a one-time fix for the $27.1 million gap between GF ongoing revenue and GF ongoing expenditures. This means the gap will have to be addressed for the FY 2013 budget given that it is unlikely revenues will grow sufficiently to close that gap.

For the enterprise funds, an annual review of the rates charged for water, sewer, sanitation collection, and landfill disposal services was completed. No rate adjustments will be made for FY 2012. 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).

Capital Program. Given Council's prior direction to keep the secondary property tax rate unchanged, the first five years of the of the G.O. component of FY 2012-21 CIP was restructured to push back into the last five years of the plan all but two projects (plus any carryover from projects underway in the current FY). The two projects retained in the first five years of the G.O. component of the CIP are listed below.

- One is in the Public Safety category and is related to ongoing improvements to the public safety digital communication system.
- The second project is in the Flood Control category and addresses the cost of a regulatory permit the city is required to maintain.

Notable G.O. projects on hold are the completion of the new Municipal Court and the new West Area Library. Both projects are now in the last five years of the FY 2012-21 capital plan.

As mentioned briefly earlier in this message, the impact of the steep valuation decline on the city's secondary property tax revenue stream directly affects the city's capacity to support debt service on existing General Obligation bonds, as well as support additional debt service for new capital projects. Additional factors affecting the city's secondary property tax revenue are the following:

- Accelerated reduction in the assessment ratio for commercial properties per recent state statutes, and
- Reduction of the city's secondary property tax rate in FY 2008 and FY 2009

The significantly changed landscape necessitates an evaluation of the city's secondary property tax rate over the next year. This is especially true if the city is not able to restructure existing General Obligation bond debt service along more favorable terms so annual debt service payments can more closely match the diminished revenue stream. The plan of action for FY 2012 is to evaluate debt restructuring options through this upcoming fall and return to Council with a revised debt management plan and recommended options for Council's annual retreat. This timeframe allows us to evaluate fully the range of options as well as assess the 2011 real estate market, which will affect the secondary property tax revenue to be received in FY 2014.

Given the sustained decline in total water consumption and the number of bills issued, combined with no rate adjustments for FY 2012, the water and sewer capital plan was modified to reflect the following:

- The deferral of non-essential growth-related capital projects
- Ongoing improvements in operational efficiencies to minimize cost increases related to fuel, equipment and electricity
- Continuation of critical repair, maintenance and replacement of existing capital assets such as underground pipes
- Continuation of capital projects that ensure compliance with applicable federal, state and county regulations

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 continues to impact this program's capital plan although significant progress on key projects has been made.

Of particular note is the pavement management program that is included in the transportation sales tax capital plan. The pavement management program will be funded at $2 million per FY for FY 2012 through FY 2016, and $10 million for the last five years of the plan. If an opportunity arises to increase this level of funding level through changes to the debt management plan, we will present this information to Council during the year.

For FY 2012, two major projects planned are the start of construction for Northern Parkway and Grand Avenue improvements. Northern Parkway is a 12.5 mile high-capacity expressway running west to east, and will be a major transportation corridor across Glendale from the Loop 303 east to Grand Avenue. The first segment, from the Loop 303 to Dysart Road, is set to start construction in the summer of 2011. Grand Avenue improvements will improve traffic flow, enhance safety and improve the overall appearance of the roadway with landscaping, sidewalks, and undergrounding utilities. Other capital projects include design of a transit center in north Glendale, intersection safety improvements at 51st Avenue and Camelback Road, Glendale Airport runway improvements, and several bicycle/pedestrian multiuse pathway projects.

The Glendale transportation capital program also has benefitted tremendously from the federal stimulus program. Glendale was approved for over $6 million in federal stimulus funding for capital projects that will help lower ongoing maintenance expenses for roads. Street pavement overlays enhanced the life of the pavement on two arterial streets, Litchfield Road and Glendale Avenue. Also completed were the application of long-term pavement markings on 25 miles of arterial streets and improvements to the existing signal system that reduce the burden on local funds to maintain older equipment prone to breakdowns and emergency repairs.

Conclusion

As we progress through FY 2012, we will continue to evalute revenues and expenditures and 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 2012.

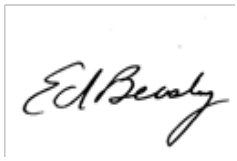
Even with the ongoing challenges of the economy, employees will remain focused on implementing City Council's strategic goals. The provision of exceptional city services will continue as will collaborative, innovative efforts to:

- 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 2012 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 2012 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,



Ed Beasley
City Manager

Budget Summaries

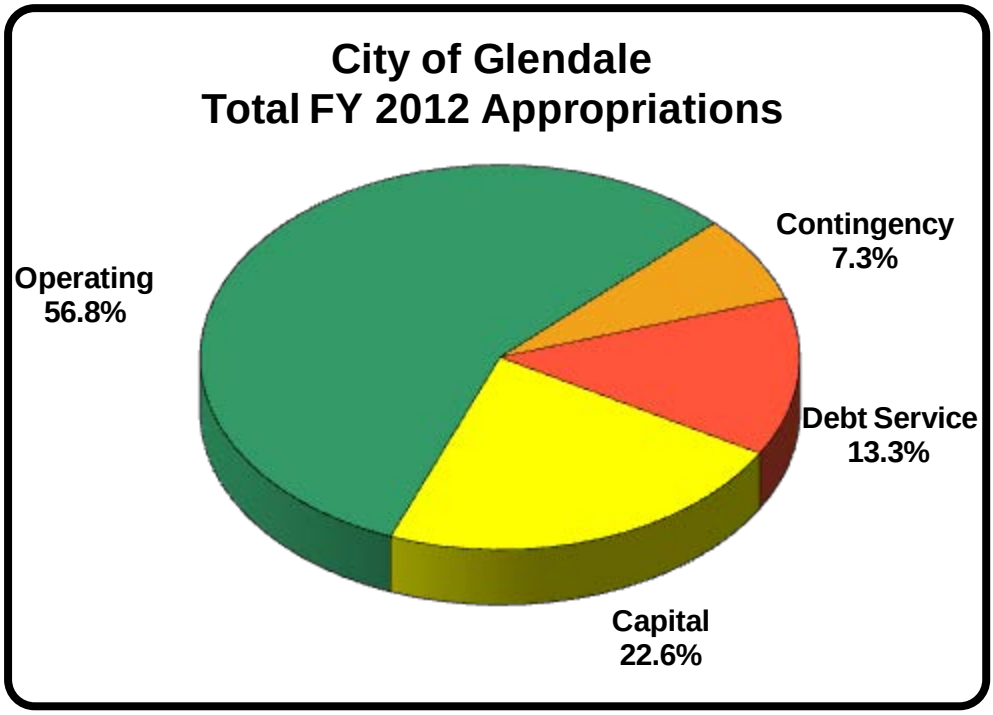
2011-2012

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 $362.1 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 $144.2 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $85.1 million. The final component of the budget is the *contingency appropriation* at $46.6 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 $638 million for Fiscal Year (FY) 2012. This represents a decrease of 5.6% from the FY 2011 total budget of $676 million. The decrease is the result of 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 (56.8%) and capital (22.6%) appropriations are the largest components of the FY 2012 budget and account for 79.4% 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 2012 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. The feedback from Glendale citizens received last year regarding proposed operating budget reductions via the city web-site, telephone hotline and public meetings in three locations was used again in developing the FY 2012 operating budget.

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 2012. 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 2012 budget was the economy and the impact it was having on the city's resources to fund services to the community. FY 2012 represents the fourth 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). While city sales tax revenues have stabilized and are projected to have a modest increase, state shared revenues dropped again and Glendale's percentage share of those revenues also was reduced based upon the latest census figures.

As part of the FY 2012 budget development process, departments proposed reductions to their ongoing General Fund base operating budgets for non-salary related items. All departments participated and the proposed reductions equaled 5% of their General Fund operating budgets. Each department head reviewed all the 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, January and February 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 22 and March 29 to discuss the pertinent issues surrounding the FY 2012 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 14, 2011. 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 2012 through FY 2021 and includes over $1.2 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 including pavement preservation, police/fire department communications enhancements 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 2012, $144.2 million in capital investments is planned (figures are rounded):

Table 1: Capital Improvements

(All Dollars in Millions)

Fund Name (Number)	*FY 2012*
Water and Sewer (2360)	$53.2
Transportation Capital Project (2210)	$39.5
Airport Capital Grants (2120)	$17.4
Flood Control Construction (2180)	$10.3
Transportation Grants (1650)	$5.5
Streets Constr. - 1999 Auth (1980)	$3.1
Grants (1840)	$2.8
Public Safety Construction (2040)	$2.4
Sanitation (2480)	$1.9
Economic Dev. Constr-1999 Auth (2100)	$1.7
Landfill (2440)	$1.7
General (1000 & 1740)	$1.6
Gov't Facilities - 1999 Auth (2080)	$1.1
Arts Commission Fund (1220)	$0.5
All Other Projects	$1.3
Total CIP	$144.2

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 $638 million for FY 2012. 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, then appropriations from another fund or funds 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 76 separate 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 fund balance will be used to help balance FY 2012 operations as the

impact of the recession continues to be felt. It was drawn down over FY 2009, FY 2010 and FY 2011 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 until FY 2011 when $335,000 was transferred back into the General Fund. The remaining fund balance has been appropriated as contingency in FY 2012.

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 future upgrades and the potential for unforeseen repairs.

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 40% funding level for FY 2012. 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 computers will not be replaced unless they malfunction. Enterprise Funds contributions remain at the 100% level and replacements continue to be made as scheduled for equipment in FY 2012.

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.

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 2012 revenue is projected to be $97,271 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 any capital related purchases.

Court (Fund 1240): The Court Fund revenue is derived 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. The 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 2012 projected beginning balance of $234,112 and projected revenues of $156,900 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), Arena Event Operations (Fund 1282) and Camelback Ranch Event Operations (Fund 1283): These funds were created to track the city's operational costs associated with events held at the stadium, arena and spring training venues. All public safety, transportation and marketing costs related to football, hockey, baseball, 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 all venues is recorded in the funds. A General Fund operating transfer is made to cover all expenditures that exceed the reimbursement received.

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. This fund was reclassified from the special revenue category to the general fund group in FY 2012 because of the level of support provided by the General Fund. A projected transfer from the General Fund of $406,517 will supplement revenues of $410,300 generated from Civic Center activities in FY 2012 to cover operating and capital related expenditures.

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 is scheduled to receive a transfer of $320,145 from the General Fund to support FY 2012 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 2012 projected revenues totaling $69,388 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 again in FY 2012 in an effort to balance the state's budget. Therefore, revenue collections normally recorded in this fund will be suspended until FY 2013.

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 a cash basis.

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 2012, the balances for these funds are expected to decline to accommodate planned expenses. Even so, the Police Special Revenue Fund is expected to retain year-end balances equal to approximately 20% of the current year's projected revenues, and the Fire Special Revenue Fund will retain approximately 8%, which in total exceed the 10% fund balance minimums set per the city's financial policies.

Airport Operating (Fund 1760): This fund was established to track the operating revenues and expenses of the Glendale Municipal Airport. 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 General Fund transfer of $60,835 to augment projected revenue collections of $466,491 in FY 2012.

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), Neighborhood Stabilization Program III (Fund 1311), 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 2012 projected revenues of $1,078,360 will be offset by projected expenditures totaling $1,073,201.

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 payments into the fund to cover major maintenance and restoration costs. The fund balance is projected to decrease from $342,433 to $166,582 in FY 2012 as a result of planned expenditures related to designated facilities. 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 the 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. Staff will be

reviewing secondary property tax options with Council in the fall in order to ensure that future tax rates are set in accordance with required debt service obligations. See the *Capital Improvement Plan* section for a more in-depth discussion.

Public Facilities Corp (PFC) Bond Debt (Fund 1930): The PFC is a non-profit corporation organized under the laws of the State of Arizona to assist the City to finance, construct and equip the Camelback Ranch spring training baseball facility. City Council retains oversight and must approve all PFC debt upon recommendation from the PFC's Board of Directors, which consists of four City employees and one private citizen. Although the PFC is a legally separate entity from the City, the PFC is reported as if it is part of the primary government because it sole purpose is to finance and construct public facilities for the City.

The fund is new in the FY 2012 budget book. Although the Camelback Ranch Facility opened in FY 2010, capitalized interest (i.e. excess bond proceeds) from the initial bond sale were used to make the initial principal and interest payments. The remaining capitalized interest will cover the majority of the FY 2012 debt service payment. However, the remainder of the debt service payment, or $380,000, has been appropriated and it is funded with a transfer from the General Fund.

Municipal Property Corp (MPC) Bond Debt (Fund 1940): The MPC is a non-profit corporation organized under the laws of the State of Arizona to assist the City in the acquisition and financing of municipal projects and facilities. MPC bonds require City Council approval but 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 the 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 being phased back in for FY 2012. HURF monies will cover $1.35 million and the remaining debt service will be paid by secondary property tax revenue ($1.35 million), transportation special sales tax revenue ($1 million) and roadway development impact fee revenues ($1 million). Given the uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward.

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 2012. Interest income totaling $22,217 will increase the projected FY 2012 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, 2380, 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 2380 (Water & Sewer bond

Debt Service) is used to track activity related to revenue bond financings covering capital improvement projects. 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 $56.5 million to $7.9 million (ending fund balance plus contingency appropriation) in FY 2012 because of planned capital expenditures totaling $53.2 million and the debt service requirements associated with revenue bond funded projects totaling $27.0 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. A revenue budget of $79.3 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling $47.8 million.

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.

Sanitation (Fund 2480): This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by sanitation customers. The divisions in the Sanitation Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to decrease from about $5.9 million to $4.5 million (ending fund balance and contingency appropriation) in FY 2012 as planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.) will be made using some of the 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 2012 is $307,000.

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 and any contingency appropriation 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 2012 from all sources are estimated at $452 million, of which $131.2 million or 29% goes into the General Fund (GF). Table 1 shows changes expected in the revenue funds included in the table. Please note that numbers in parentheses denote a projected decrease in revenues in FY 2012 from FY 2011.

Table 1: Total Revenues by Fund—FY 2011 vs. 2012

(All Dollars in Thousands)

Fund	FY 2011 Estimate	FY 2012 Projection	Change FY 11 to FY 12
1000-General	$143,612	$131,174	($12,438)
1040-General Services	$9,087	$8,934	($153)
1100-Telephone Services	$990	$904	($86)
1120-Vehicle Replacement	$2,267	$1,938	($329)
1140-PC Replacement	$2,049	$1,755	($294)
1240-Court Security/Bonds	$351	$351	$0
1281-Stadium Event Operations	$1,055	$905	($150)
1282-Arena Event Operations	$274	$5,278	$5,004
1340-Highway User Gas Tax	$13,600	$11,416	($2,184)
1650-Transportation Grants	$1,648	$6,465	$4,817
1660-Transportation Sales Tax	$19,214	$20,043	$828
1700-Police Sales Tax	$11,940	$12,262	$322
1720-Fire Sales Tax	$5,961	$6,122	$161
1740-Civic Center	$354	$410	$56
1770-Zanjero Special Revenue	$1,249	$1,283	$34
1780-Arena Special Revenue	$4,521	$8,502	$3,982
1790-Stadium City Sales Tax - AZSTA	$1,700	$1,746	$46
2360-Water and Sewer	$104,500	$79,323	($25,177)
2440-Landfill	$8,333	$8,253	($80)
2480-Sanitation	$15,104	$15,068	($36)
2500-Pub Housing Budget Activities	$13,108	$13,243	$135
2540-Risk Management Self Insurance	$2,540	$2,543	$3
2560-Workers Comp. Self Insurance	$1,015	$1,018	$3
2580-Benefits Trust Fund	$21,897	$21,896	($1)
Total Operating	**$386,369**	**$360,831**	**($25,537)**
Capital and Other Revenue	$56,443	$91,218	$34,775
Grand Total	**$442,812**	**$452,049**	**$9,238**

General Fund Group

General Fund (Fund 1000): Total resources available in FY 2012 to support GF services include the estimated beginning fund balance of $24.8 million and revenues of $131.2 million. The city expects to collect $143.6 million in total GF revenue in FY 2011. Of that amount, $12.6 million is one-time revenue as a result of the amended parking agreement for the mixed use development in the sports and entertainment district that City Council approved in January 2011. Excluding this onetime revenue, total general fund collections for FY 2011 is estimated to be $131 million, relatively flat compared the FY 2012 projected revenue.

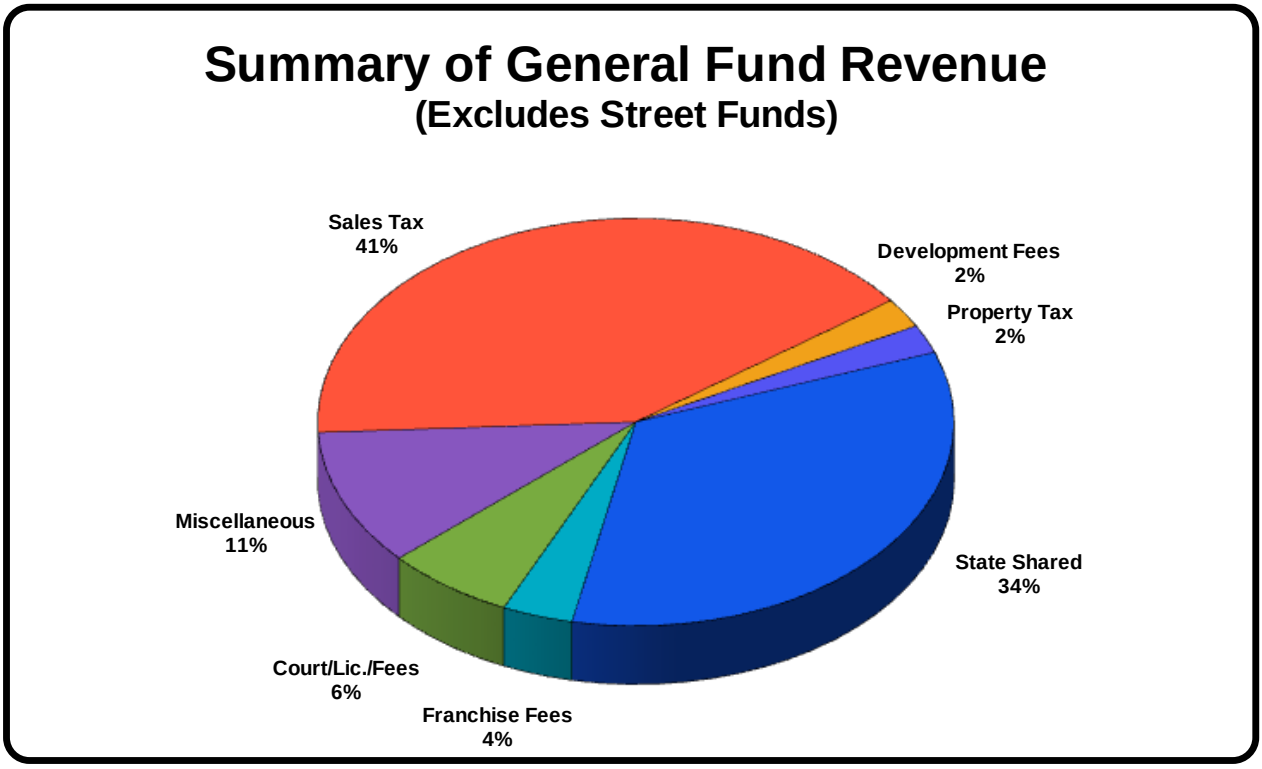
The average annual growth rate for total ongoing GF revenue was a robust 8% between FY 2002 and FY 2008. This rate was the result of very strong growth in city sales tax and state income tax receipts, with more moderate growth in state sales tax, motor vehicle in lieu fees, and development-related permits and fees. The phenomenal growth Glendale experienced through FY 2008 was the direct result of Council's strategic goal of one community with quality economic development. The healthy growth meant the city could support and maintain superior city services and contributed to a high quality of life for the Glendale community.

From FY 2008 through the end of FY 2011, total GF revenue is expected to experience a decline of almost $40 million or 22%, a clear reflection of the economic challenges brought on by the recession. A return to healthy growth is expected to occur over several years because Arizona was hit particularly hard by the economic downturn. Factors contributing to a long and gradual recovery include constrained job growth, weak personal income growth, weak consumer confidence and a weak real estate market.

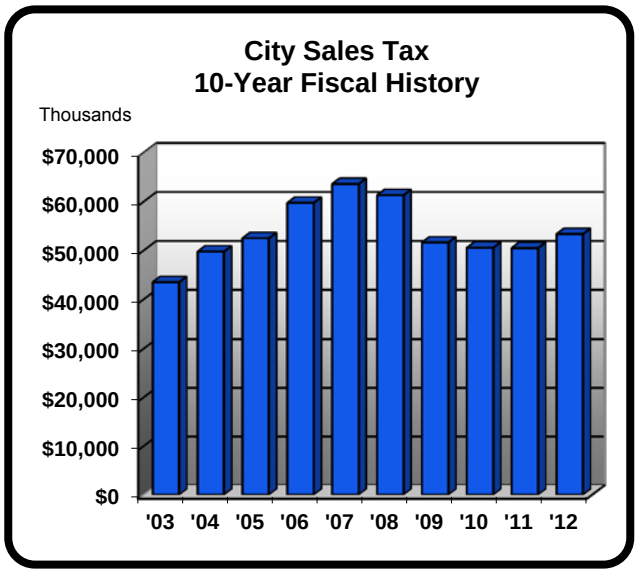
The two major sources of revenue for the GF continue to be city sales taxes and state-shared revenues. They have comprised between two-thirds and three-fourths of the GF revenue since FY 2002 and are expected to continue to do so for FY 2012.

The city's GF revenue projection is 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 40.7% of the GF revenue sources and is Glendale's largest source of revenue for FY 2012. 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 GF receives 1.2% of the city's 2.2% sales tax with the remaining 1.0% designated for public safety (0.5%) and transportation (0.5%).

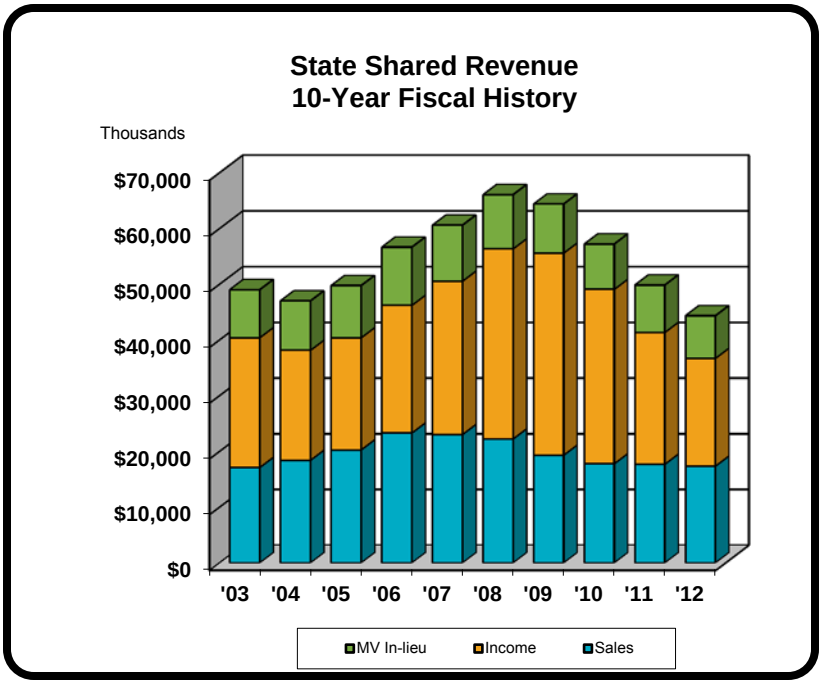


The city collected $63.3 million in city sales tax revenue in FY 2007, the highest level of receipts over a ten-year period. In FY 2008, collections began declining with rapid deterioration occuring over the summer and fall of 2008. Since FY 2009, city sales tax receipts have leveled off at the $50 million level, which was last experienced in FY 2004.

The estimate for FY 2011 is $50.5 million, or almost even with the FY 2010 actuals. This conservative estimate is based on the assumption that the economy is still relatively weak due to the volatility of gas prices and other essential commodities that tend to lower consumer spending in other areas. The FY 2012

projection is $53.4 million and includes $1.5 million in anticipated revenue from a canvass of city businesses. After excluding the $1.5 million expected from the canvass, the FY 2012 projection is $51.9 million and represents a modest 2.7% increase over the FY 2011 estimate of $50.5 million.

State-Shared Revenues: State-shared revenues include state income tax, state sales tax and motor vehicle in-lieu tax. These three revenue sources are shared with all cities and towns throughout the state. The average annual growth rate for the city's share of state shared revenue was 6% between FY 2002 and FY 2008. However, starting in FY 2009, a decline started and is expected to continue through FY 2012. FY 2011 receipts are expected to be $49.8 million and a further decline to $43.9 million is expected in FY 2012 as a result of the two year lag in the distribution of income tax receipts and the impact of the 2010 Census. With the FY 2012 projection of $43.9 million, this critical revenue source has shrunk $21.7 million or 32.9% since the peak of $66.1 million in FY 2008.



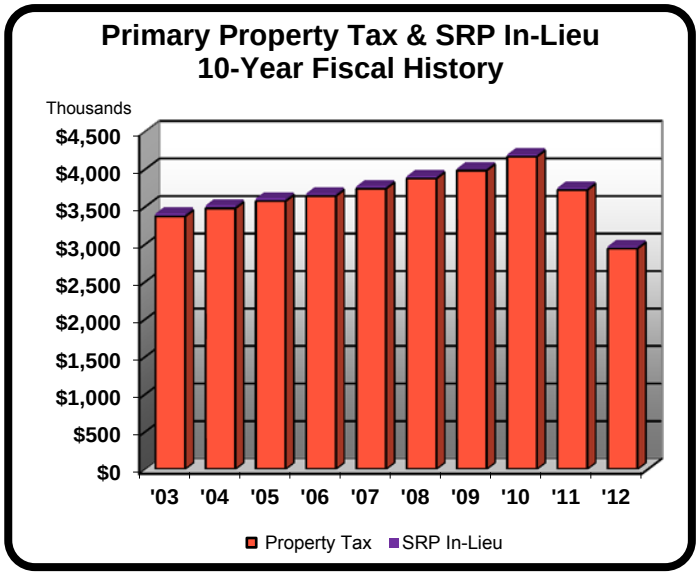
The distribution of state sales and income tax revenue is based upon the relation of the city's population to the total state population while the distribution of motor vehicle in-lieu revenue is based on the city's population in relation to the total incorporated population of Maricopa County.
Prior to the 2010 Census, Glendale was just under 5% of the state's total population; with the 2010 Census, Glendale is now about 4.5% of the state's population. While the distribution method is proportional on a per person basis, more mature cities like Glendale typically experience a decrease in their portion of state-shared tax revenues as growing cities tend to receive a greater share of the revenue distribution.

The most significant component of state-shared revenue is income tax and it is primarily driven by personal income rather than business income as personal income tax receipts comprise about two-thirds of all Arizona income tax receipts. Income tax revenue distribution to the cities lags by two years. This means the state income tax distribution for FY 2012 will reflect the income tax the state collected in FY 2010, and the state's 2010 income tax receipts were lower than the 2009 receipts. Glendale's share of state income tax revenue is expected to decrease 18.2% or $4.3 million from $23.7 million in FY 2011 to $19.3 million in FY 2012. The city last had income tax receipts at the $19 million level in FY 2004.

State sales tax and motor vehicle in lieu revenues are 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 retail – are used to calculate the distribution amount. The FY 2011 estimate is $17.7 million and is almost even with the FY 2010 actuals. This revenue also is projected to remain essentially flat for FY 2012 at $17.4 million. The city last had state sales tax receipts in the $17 million range in FY 2003.

The FY 2012 motor vehicle in lieu tax projection of $7.6 million is 10% less than the $8.5 million estimate for FY 2011 and represents the lowest level in the last ten years for this revenue source. 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.

Primary Property Tax: Arizona's property tax system consists of two tiers. The primary property tax levy has state-mandated maximum limits, and a city can adopt a rate anywhere between $0.0000 and the rate that yield the maximum limit under state law. Primary property tax revenue can be used by a city for any purpose. The primary property tax revenue is included in the GF operating budget.



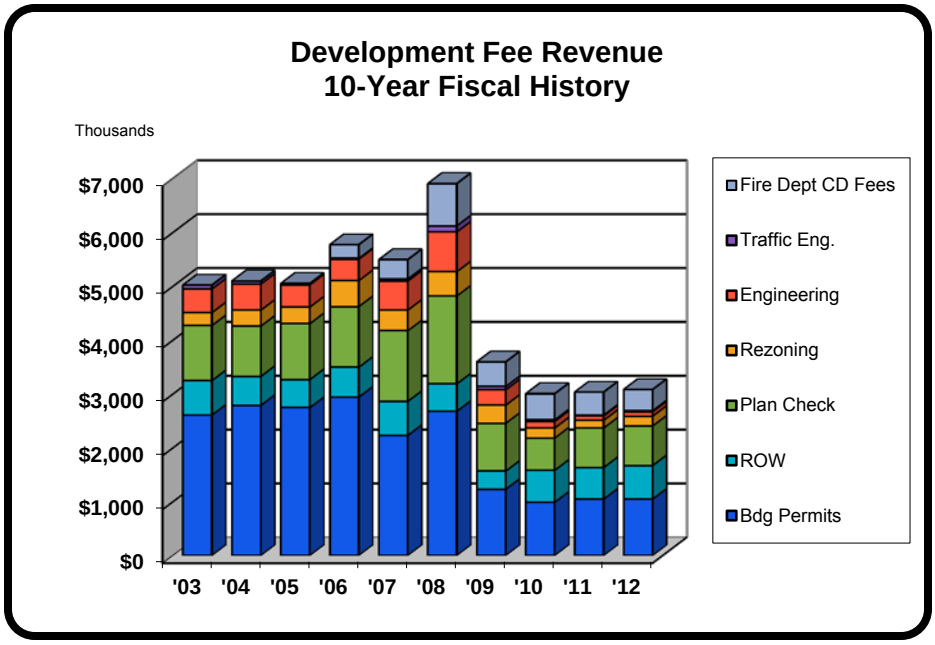
The secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. The secondary property tax revenue funds the city's General Obligation bond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

The city primary property tax rate will remain at $0.2252 in FY 2012 although the city expects to lose more than $780,000 because of a 22.6% decline in the primary assessed valuation of existing property. This drop is in addition to the 11% or about $459,000 decline from FY 2010 to FY 2011.

Salt River Project (SRP) in-lieu revenue represents the quasi-governmental agency's payment in lieu of a property tax, which it is exempt from paying. This revenue source amounts to a projected $31,236 for FY 2012 and represents only 1% of the primary property tax and SRP in-lieu revenue grouping.

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 sources essentially reflect a range of activities related to commercial and residential development and

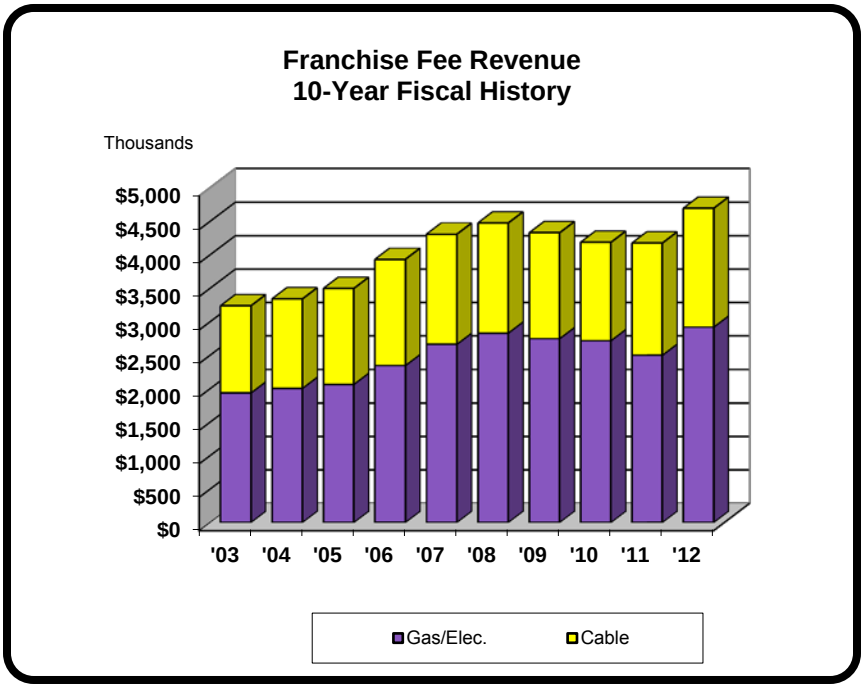
construction. The city experienced its peak collection of development fees in FY 2008 with $6.1 million in receipts. The FY 2012 projection is $3 million and is flat with the FY 2011 estimate.

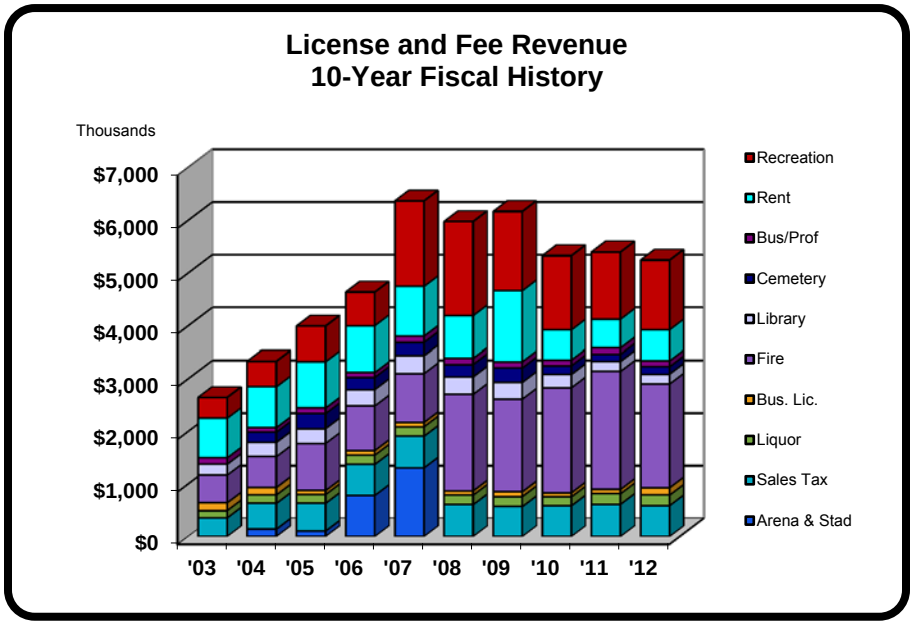


For the development fees category, the largest revenue source in prior years was building permit fees. The same is true for FY 2011 and FY 2012 with just over $1 million expected in each of the two years. The next largest source of revenue in this category was, and is expected to continue to be, plan check fees.

The decline of over 56% from the peak collection in FY 2008 is the result of the sizeable drop off in commercial and residential construction activity across the metropolitan Phoenix area as a result of the recession.

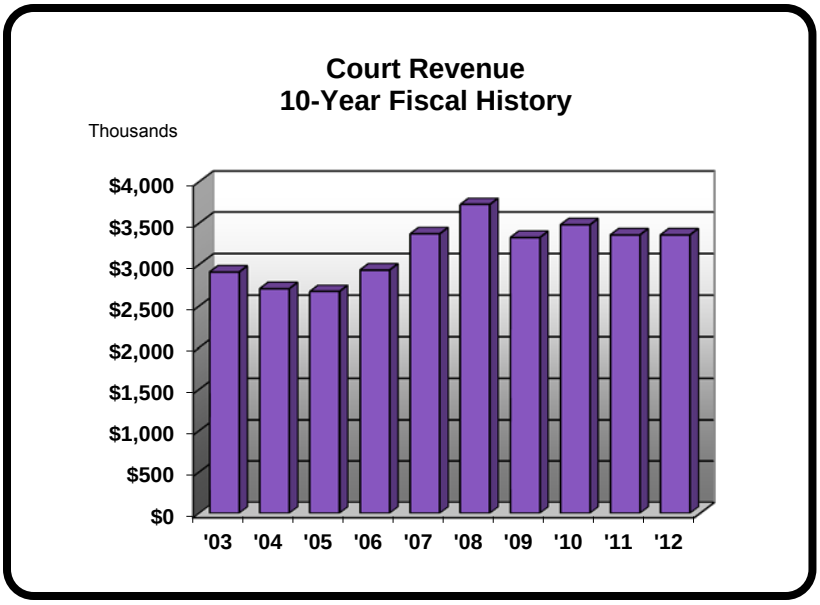
Franchise Fees: Franchise fees are paid to the city by the electric, gas and cable companies operating within the city. These fees increase in response to rate increases by the various utilities and, to a lesser extent, population growth. In all cases, the fees due to the city are based on gross receipts for the franchised organization. The city anticipates collecting $4.7 million in franchise fee revenues in FY 2012, a modest increase of $520,000 or 12.5% from the FY 2011 estimate.





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 and stadium related fees were included in FY 2004 to FY 2007 and are now accounted for in a separate fund. Stadium security fee was included in FY 2007 only. As a group these sources are expected to generate $5.2 million in FY 2012. These revenues have been relatively flat since FY 2010.

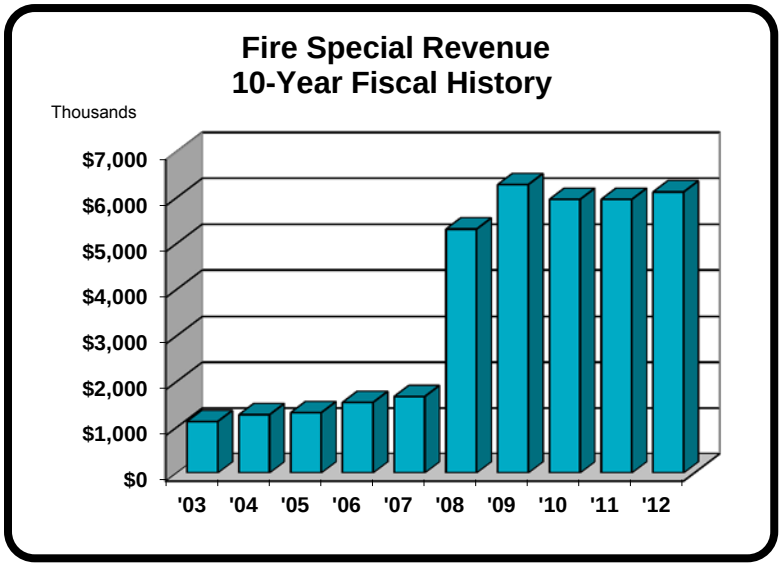
Court Revenues: The Glendale City Court collects fines for parking and traffic violations, and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The revenue generated from fines is subject to statutory changes made by the Arizona state legislature and can be affected by changes in traffic enforcement practices. Court revenue is estimated to remain flat at $3.4 million in FY 2012.



Other Revenues: This revenue category includes interest earnings, staff and administrative chargebacks, capital lease proceeds (if any), sale of assets (if any) and miscellaneous revenues. The projection calls for FY 2012 revenues of approximately $14.2 million, compared to $23.6 million expected to be generated in FY 2011. FY 2011 includes the $12.6 million in one-time revenue as a result of the amended parking agreement for the mixed use development in the sports and entertainment district that City Council approved in January 2011.

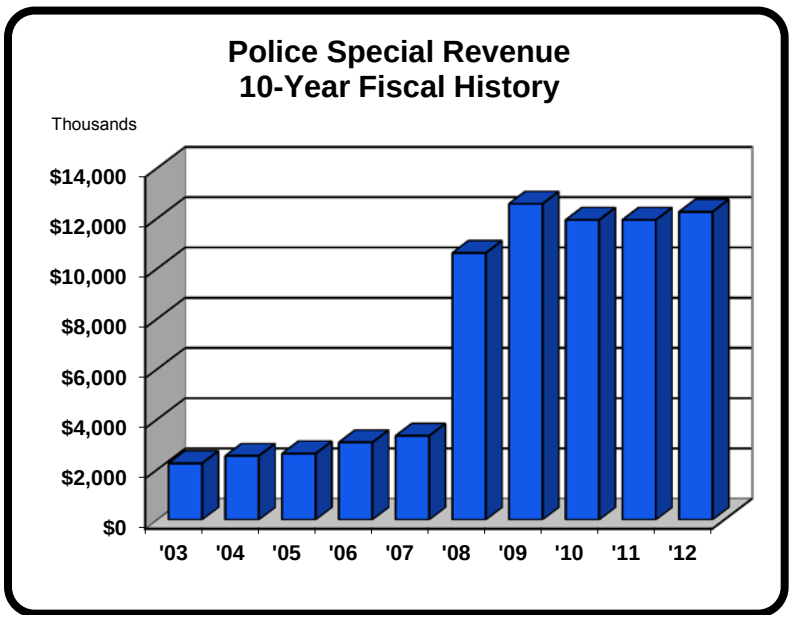
Special Revenue Fund Group:

Police and Fire Sales Tax (Funds 1700 & 1720): The source of revenue for these funds is the 0.5% designated sales tax for police and fire services. The sales tax was originally adopted by voters in 1994 at a 0.1% rate. In September 2007 Glendale voters approved an increase to 0.5% effective November 1, 2007. The original one-tenth rate includes food for home consumption (e.g., groceries) 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.



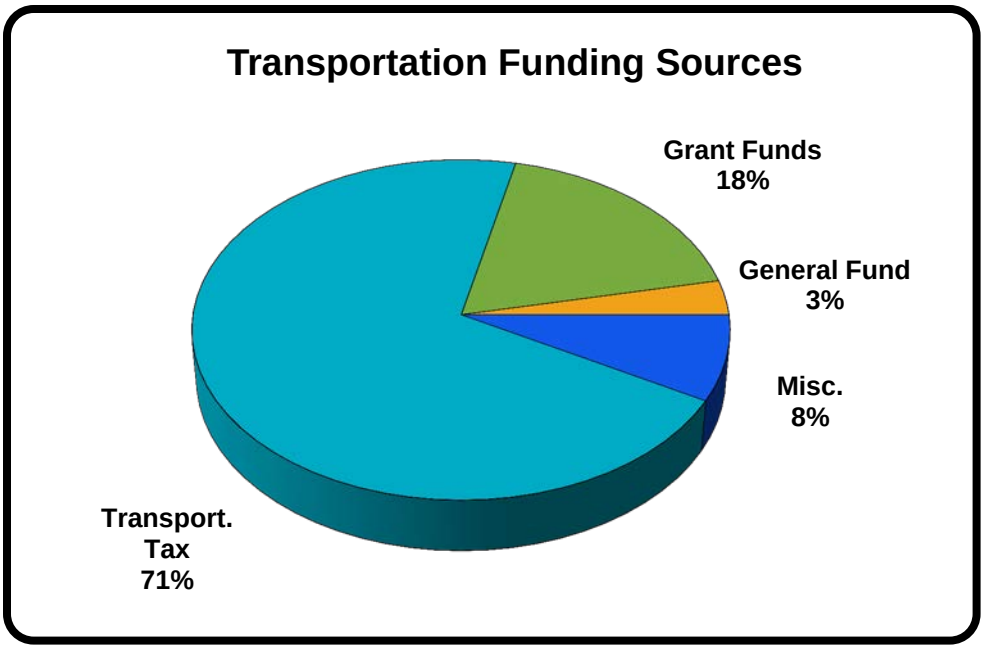
This revenue is subject to the same fluctuations as the general sales tax although the performance can be somewhat different because 80% of the rate excludes food for home consumption.

The FY 2012 projection is $18.4 million with $12.3 million for police and $6.1 million for fire. The FY 2012 projection reflects growth of 2.7% from the FY 2011 estimate of $17.9 million.



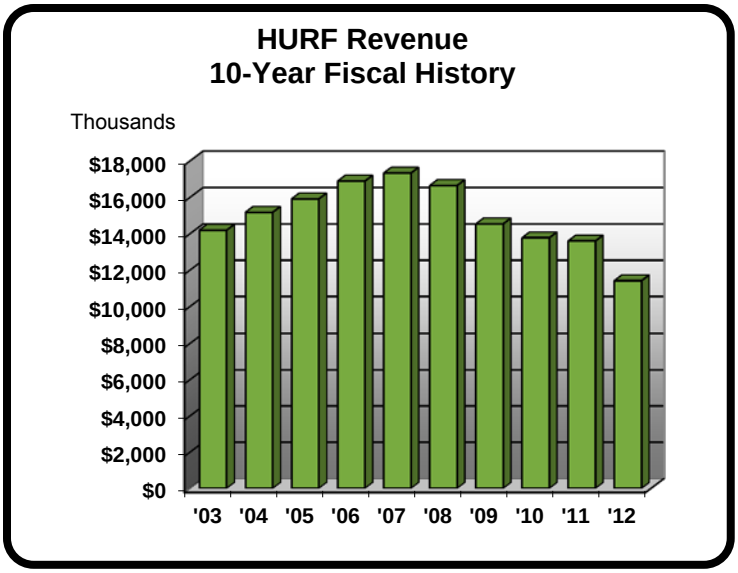
Transportation Sales Tax (Fund 1660): The primary source of this fund's revenue for operations is sales tax receipts from the designated transportation sales tax (0.5%) that voters approved in 2001. This dedicated sales tax funds the Glendale Onboard (GO) Transportation Program, and is expected to generate an estimated $19.3 million in FY 2012 as compared to $18.5 million estimated for FY 2011. This is a modest increase of $510,000 or 2.7% excluding the sales tax refund estimated in FY 2011. This revenue source is dedicated to funding various transportation and transit-related projects.

Other sources of FY 2012 revenue within the Transportation Sales Tax Fund include $128,000 in transit revenues, $516,432 in grant revenues and $98,137 in interest earnings. In total, transportation sales tax fund revenues are projected to be $20 million in FY 2012 or about $828,000 less than the FY2011 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.



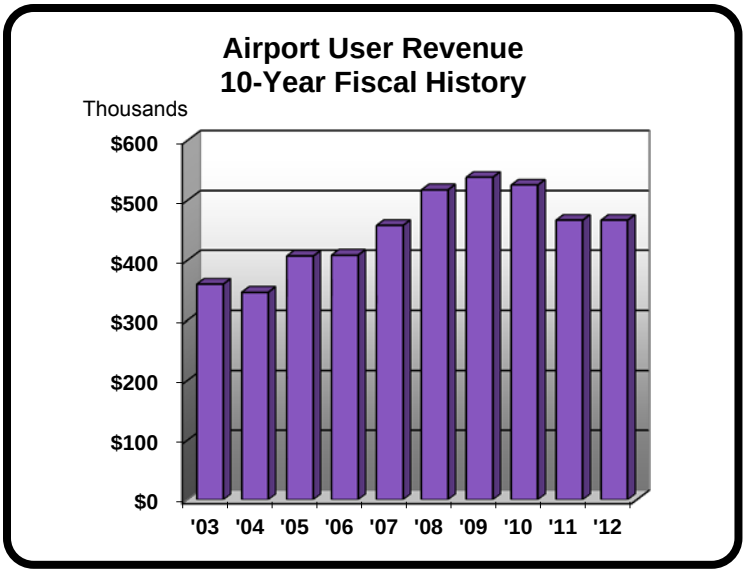
The state's FY 2012 budget continues to exclude the Local Transportation Assistance Fund (LTAF) monies that the state used to distribute to local governments. The state eliminated the distribution of this revenue source with the FY 2011 budget. The City of Glendale had used this revenue to pay for Dial-A- Ride and fixed route bus services. A combination of one-time savings, federal credits, and federal transit operations grant funds were used in FY 2011 and will continue to be used in FY 2012 to avoid significant service cutbacks. A determination of longer-term service options will be made during FY 2012 based on the availability of other funding opportunities and further route evaluations.

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 2010 and FY 2011 and again for FY 2012. The Streets Fund received $13.8 million in FY 2010. The city expects to collect about the same amount in revenue for FY 2011. For FY 2012, Glendale's share of HURF dollars will be reduced by $2.2 million or 16.1% to $11.4 million in total revenue collection.

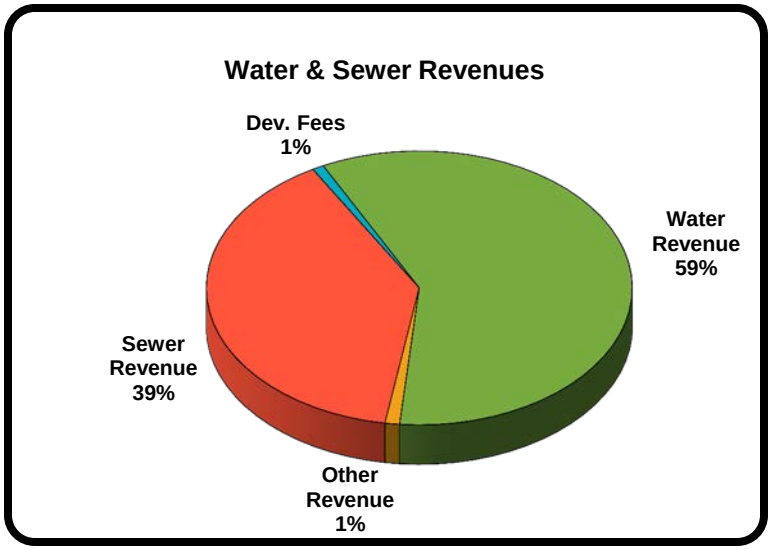


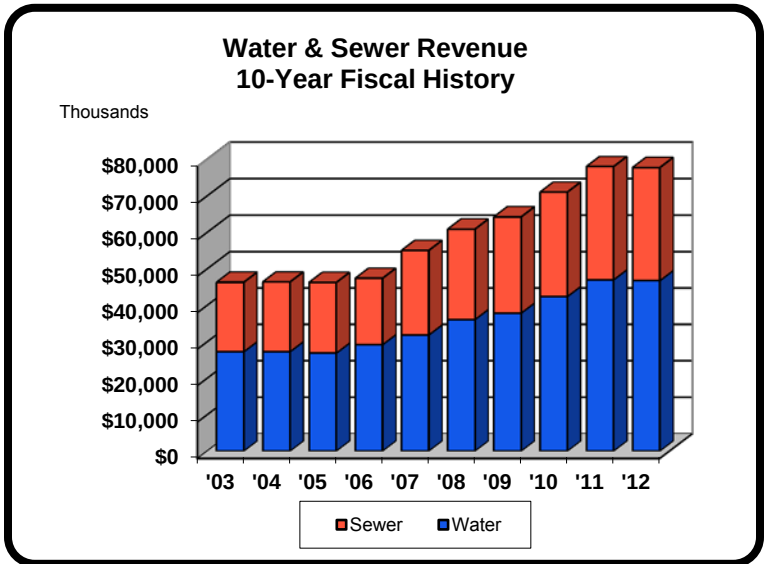
Airport (Fund 1760): Airport revenues consist of user fees (1.0%), lease proceeds (76.0%), commercial activities and other fees (11%) and a transfer from the GF (12.0%). Airport user fee revenue comes from activities such as transient tie down fees and conference room fees from tenants. The majority of revenue comes from lease activities such as land rental and office rental.

Glendale is 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 continue to attract corporate jet customers and are expected to provide additional business opportunities for the airport. Revenues for FY 2012 are projected to be $466,491.

Enterprise Fund Group

Water/Sewer (Funds 2360, 2400 & 2420): In FY 2012, water sales and sewer fees will make up $77.9 million of total revenues for this fund. No bond sale is planned for FY 2012. Development impact fees (DIF) revenue is projected at $700,000 for FY 2012. Other revenue sources totaling about $876,275 include interest earnings and miscellaneous fees and charges. Overall revenues for the Water/Sewer Fund amount to $79.3 million in FY 2012.

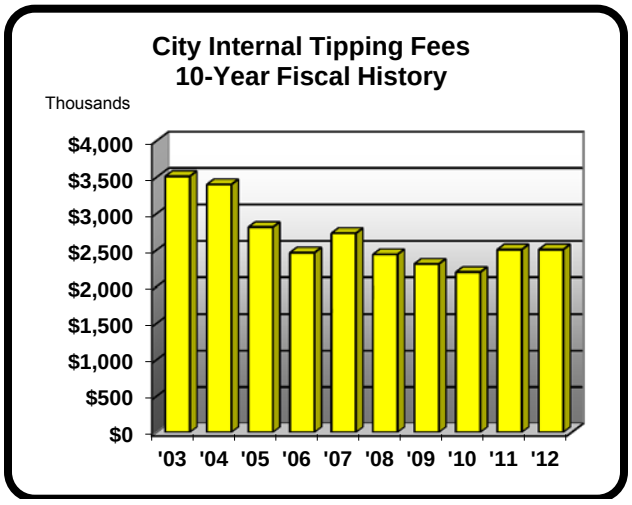


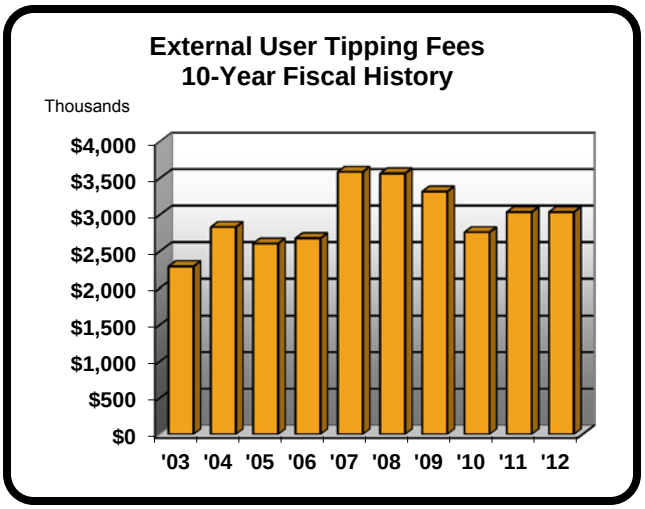


The city annually hires an independent consulting firm to review the utilities' financial status and recommend rate adjustments if needed. As a result of the study undertaken during FY 2011, there will not be any rate increases for FY 2012. The median single family customer rate will remain at $61.14 per month.

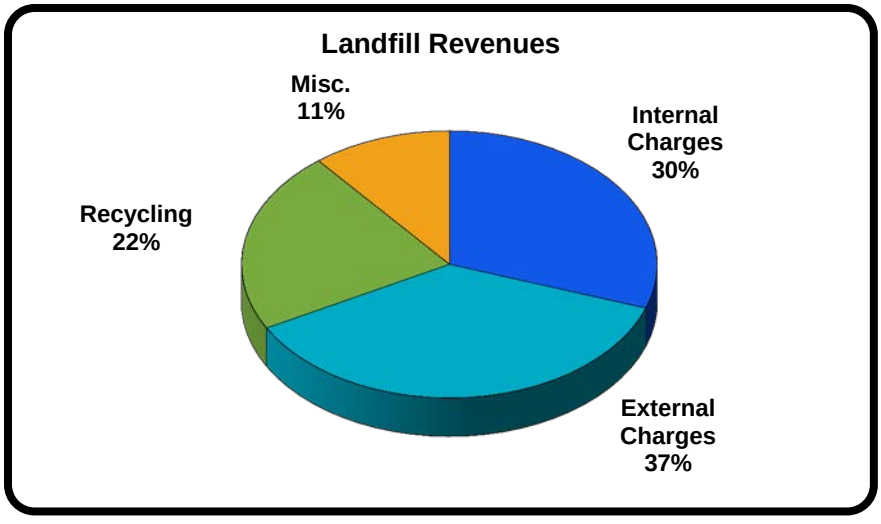
Landfill (Fund 2440): The city annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.

Glendale city departments are charged an internal rate of $18.00 per ton for the use of the city landfill. Glendale residents pay a tipping fee of $15.79 per ton for a load weighing more than one ton in waste material. These internal and residential tipping fees are projected to generate $2.5 million in revenue for the Landfill Fund in FY 2012.



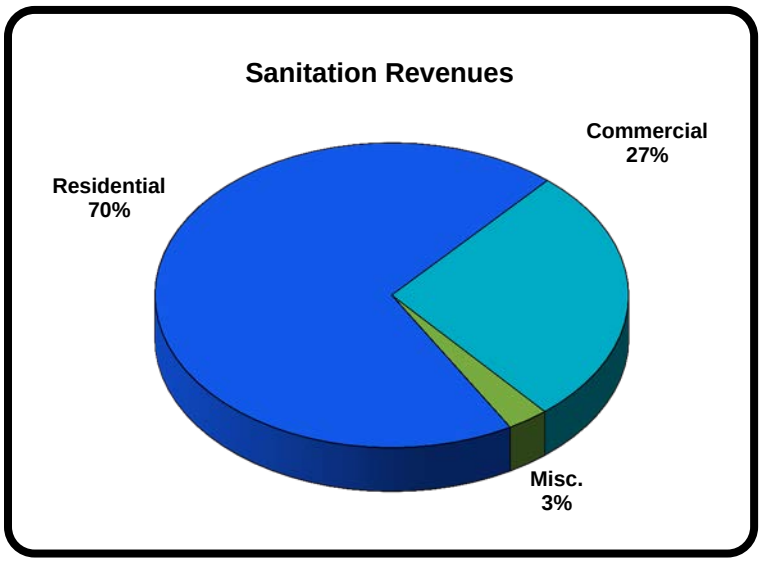


The tipping fees paid by private haulers, as well as businesses and individuals not located in Glendale, will continue to pay $32.25 per ton in FY 2012. This tipping fee will generate $3.0 million in revenue for the Landfill Fund in FY 2012. The city collected $2.8 million in FY 2010 and is expected to collect $3.0 million in FY 2011.



In FY 2012, the recycling sales program is projected to bring in $1.8 million. This amount is slightly lower than the actual recycling sales revenue of $1.9 million collected in FY 2010. The decline is mostly related to a decline in the amount of tonnage processed and sold at the recyclables processing facility.

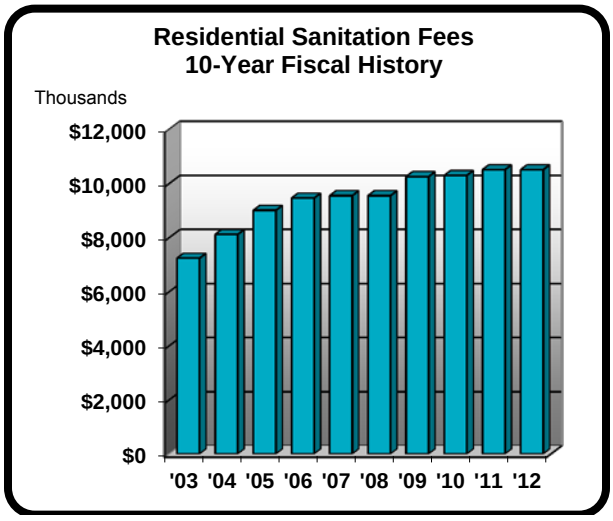
Additional miscellaneous revenue comes from interest earnings, DIF's, chargebacks and other fees, and accounts for $896,000. Total projected revenues for FY 2012 are $8.3 million.

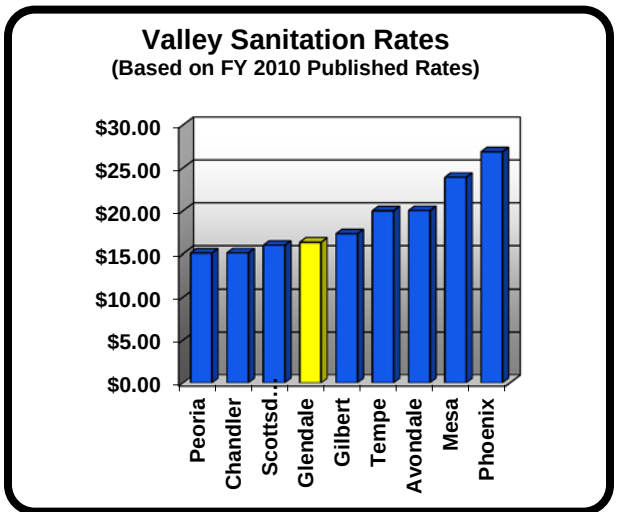


Sanitation (Fund 2480): The city annually reviews the five-year financial plan for the Sanitation Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan. 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 2011 is $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 FY 2012 will remain at $16.30.

The FY 2012 total revenues of $15.1 million come primarily from two sources: residential collection fees, projected at $10.5 million, and commercial collection fees, projected at $4.1 million. The residential and commercial collection programs account for 97% of the sanitation revenues.

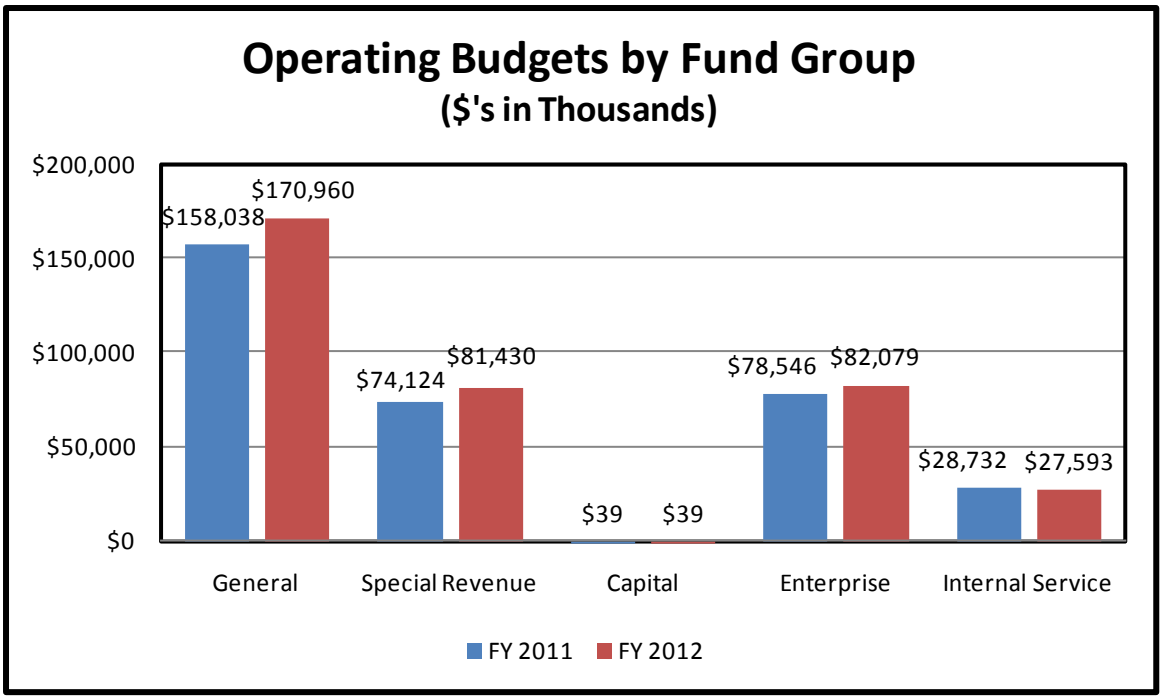




EXPENDITURES

The FY 2012 Operating Budget

The FY 2012 operating budget totals $362.1 million, which is an increase of 6.7% ($22.6 million) from the FY 2011 budget of $339.5 million. It is important to note that the FY 2012 general fund group included operating budget decreases totaling $7.1 million that were offset by the addition of a $20 million arena management fee that is new for FY 2012. The special revenue fund group will increase $7.3 million due to federal and state related grant appropriation increases pertaining to the new Neighborhood Stabilization Program III funding, as well as additional planned spending within the Police Sales Tax and RICO funds. The Public Housing budget will increase by $4.1 million within the enterprise group due to additional state funding being provided for community housing services. A comparison of the operating budget fund group changes from FY 2011 to FY 2012 appears below.



The starting point for the FY 2012 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 2012 operating budget within each fund grouping. It also calculates the percentage change for the fund from the FY 2011 operating base budget.

Table 2: Comparison of Operating Budgets
FY 2011 vs. FY 2012

(All Dollars in Thousands)

Fund Name	FY 2011	FY 2012	% Change
General (1000)	$130,658	$123,525	-5.5%
Arena Event Operations (1282)	$1,202	$21,204	1664.4%
General Services (1040)	$9,081	$8,934	-1.6%
Technology Replacement (1140)	$3,510	$3,512	0.0%
Vehicle Replacement (1120)	$3,030	$3,030	0.0%
Stadium Event Operations (1281)	$2,965	$2,967	0.1%
Stadium City Sales Tax - AZSTA (1790)	$1,700	$1,746	2.7%
Public Safety Training Center (2530)	$1,445	$1,545	6.9%
Telephone Services (1100)	$977	$979	0.2%
Civic Center (1740)	$748	$767	2.4%
All Other Funds	$2,722	$2,751	1.1%
Sub-Total General Fund Group	$158,038	$170,960	8.2%
Other Federal and State Grants (1840)	$17,661	$18,995	7.6%
Police Sales Tax (1700)	$12,587	$14,174	12.6%
Transportation Sales Tax (1660)	$12,203	$11,841	-3.0%
Highway User Gas Tax (1340)	$8,462	$8,218	-2.9%
Fire Sales Tax (1720)	$6,136	$6,396	4.2%
RICO Funds (1860)	$1,324	$3,895	194.1%
C.D.B.G. (1320)	$3,541	$3,719	5.0%
N'hood Stabilization Pgm III (1311)	$0	$3,368	n/a
ARRA Stimulus Grants (1842)	$3,967	$2,672	-32.7%
Neighborhood Stabilization Pgm (1310)	$4,184	$2,118	-49.4%
All Other Funds	$4,058	$6,035	48.7%
Sub-Total Special Rev Fund Group	$74,124	$81,430	9.9%
Sub-Total Capital Fund Group	$39	$39	0.0%

Fund Name	FY 2011	FY 2012	% Change
Water/Sewer (2360/2400/2420)	$49,123	$47,790	-2.7%
Sanitation (2480)	$13,893	$14,581	4.9%
Pub Housing Budget Activities (2500)	$8,487	$12,609	48.6%
Landfill (2440)	$7,043	$7,099	0.8%
Sub-Total Enterprise Fund Group	$78,546	$82,079	4.5%
Benefits Trust Fund (2580)	$24,481	$23,118	-5.6%
Risk Management Self Insurance (2540)	$2,844	$3,068	7.9%
Workers Comp. Self Insurance (2560)	$1,407	$1,407	0.0%
Sub-Total Internal Svc Fund Group	$28,732	$27,593	-4.0%
Grand Total: Operating Budget	$339,479	$362,100	6.7%

The majority of the general fund group's operating budget expenditures are included in the General (Fund 1000), which encompasses 72% 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 Funds Operating Budgets.

The increase in the Arena Event Operations (Fund 1282) operating budget is the direct result of the $20 million arena management fee that was added in FY 2012. In FY 2011, this fund included the operating expenses associated with providing police, fire and transportation related services during events held at Jobing.com Arena. At the time this budget book was produced, a tentative agreement was in place related to the sale of the NHL Coyotes hockey team that included new contractual payments from the city for arena management services.

As mentioned previously, the FY 2012 operating budget includes ample grant-related appropriation increases to accommodate the city aggressively pursuing grant opportunities that may arise during the year, or those that have already been awarded to the city. Other Federal and State Grants (Fund 1840), Neighborhood Stabilization Program III (Fund 1311) and C.D.B.G. (Fund 1320) drove a net increase in grant related appropriation totaling $3.5 million within the special revenue group.

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. The Police Sales Tax and RICO fund operating budgets increased $4.2 million to accommodate police related purchases using existing fund balances.

Table 3 includes a tabular comparison of the departmental operating base budgets over the last two fiscal years and calculates the percentage change for the department from the FY 2011 operating base budget.

Table 3: Comparison of All Funds Operating Budgets: FY 2011 vs. FY 2012

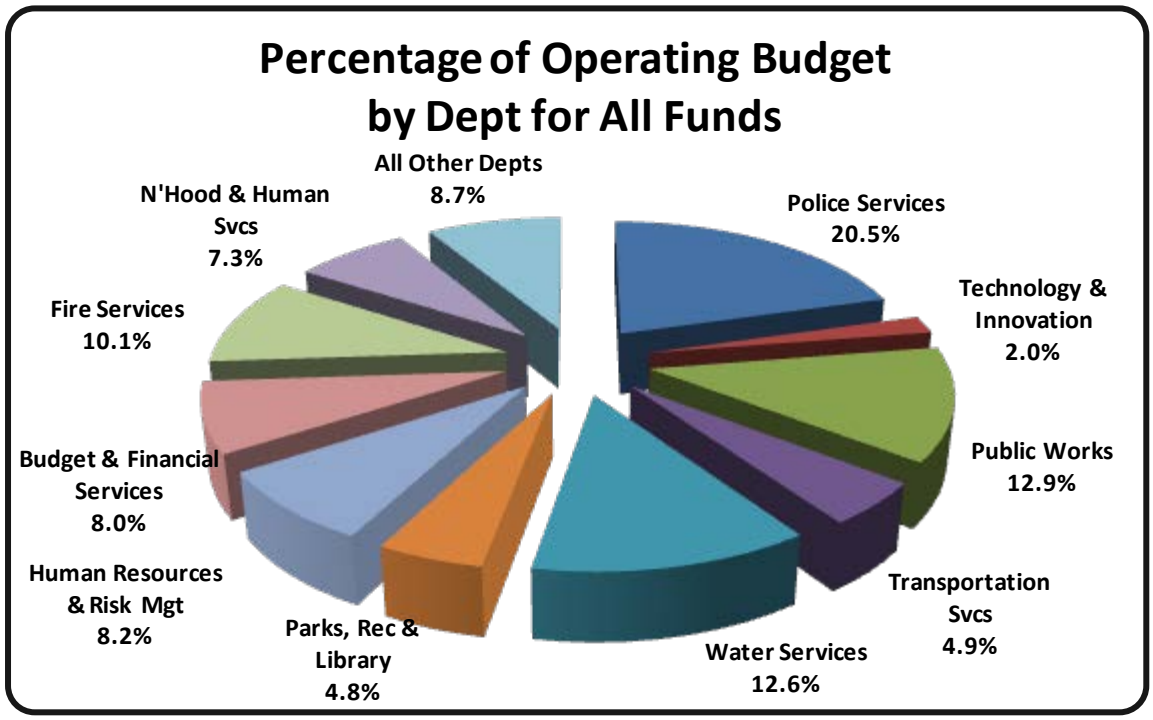
(All Dollars in Thousands)

Department Name	FY 2011	FY 2012	% Change
Police Services	$69,622	$74,247	6.6%
Public Works	$46,528	$46,647	0.3%
Water Services	$47,488	$45,634	-3.9%
Fire Services	$35,779	$36,665	2.5%
Human Resources & Risk Mgt	$30,730	$29,623	-3.6%
Budget & Financial Services	$12,581	$28,973	130.3%
N'Hood & Human Svcs	$20,188	$26,455	31.0%
Transportation Svcs	$17,315	$17,704	2.2%
Parks, Rec & Library	$18,769	$17,530	-6.6%
Miscellaneous Grants	$7,275	$8,627	18.6%
Technology & Innovation	$7,536	$7,248	-3.8%
Development Services	$5,289	$4,890	-7.5%
Communications	$4,565	$4,247	-7.0%
City Court	$4,222	$4,040	-4.3%
City Attorney	$2,840	$2,885	1.6%
Economic Development	$1,802	$1,437	-20.2%
Mayor & Council	$1,256	$1,424	13.4%
City Manager	$1,395	$1,047	-24.9%
Non-Departmental	$1,964	$765	-61.0%
Compliance & Asset Mgt	$938	$708	-24.5%
Intergovt. Programs	$722	$687	-4.8%
City Clerk	$676	$618	-8.5%
Total Operating Budget	$339,479	$362,100	6.7%

The increase of 130.3% in Financial Services is directly related to the addition of the $20 million arena management fee that was added within the Financial Services Department. The arena management fee is discussed in the *City Manager's Budget Message*. The N'Hood & Human Services Department increased by 31% due to additional public housing, neighborhood stabilization and Community Action Program funding scheduled to be received in FY 2012.

Lastly, the Non-Departmental area moved $1.1 million worth of electricity and utilities reserve funding to the Transportation Services, Public Works and Parks, Rec & Library Departments that pay for those services directly each year. The Non-Departmental reserve was originally created

in FY 2010 to cover anticipated electricity and utilities rate increases that were expected to materialize in FY 2011 and beyond. This change resulted in a decrease of 61% year over year.



The largest operating department, regardless of funding source, is the **Police Services**, which accounts for $74.2 million or 20.5% of the total operating budget. The Police Department provides police protection and related support services such as 9-1-1 dispatch, short-term detention and community education. It is accredited through the independent Commission on Accreditation for Law Enforcement.

The second largest department is **Public Works** at $46.6 million, which makes up 12.9% of the total operating budget. This department is made up of Field Operations and Engineering staff. Among the many services that this department provides are the following:

- 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;
- fuel services, custodial services and graffiti removal; and
- design and construction management for all city capital projects.

The next largest department is **Water Services** at $45.6 million, which makes up 12.6% of the total operating budget. This department is responsible for treating and distributing potable water that meets all federal and state standards, collecting and treating wastewater in compliance with all regulatory requirements, implementing odor and pest infestation control measures and reading all water meters on a daily basis. Environmental Services provides water conservation programs,

water quality testing services for the city's drinking water and reclaimed water services, and long-term water resource planning.

Fire Services accounts for $36.7 million or 10.1% of the total operating budget. This department provides fire protection, emergency medical services and natural disaster planning. It also provides core life safety services involving fire suppression, property preservation, basic and advanced life support (paramedics), hazardous and technical response teams, fire code enforcement, fire investigation and child safety car seat installation. It is accredited by the Commission of Fire Accreditation International.

Human Resources & Risk Management totals $29.6 million or 8.2% of the total operating budget. The department provides proactive customer service and consultation in the areas of total compensation, organizational development, employee relations and staffing. The Human Resources Department also administers the self insured employee health benefits, risk management and workers' compensation programs and services.

The sixth largest department is **Budget & Financial Services.** It totals $29 million or 8% of the total operating budget. They provide information to the public, state agencies, bondholders, grantors, auditors, City Council and management. This department is responsible for budget development and management, banking services and investment management, debt management as well as administering the sales tax code. Additional functions include preparation of external financial reports, managing the city payroll and accounts payable processes and maintaining, updating and testing accounting and budget input system changes and upgrades.

The next largest department is **Neighborhood & Human Services** at $26.5 million, which makes up 7.3% of the total operating budget. This department provides direct city services that maintain the quality of life and build stronger neighborhoods for all residents. Some of the services these divisions provide include:

- addressing the housing needs of over 4,400 Glendale residents by operating three public housing complexes and a Section 8 voucher program;
- providing affordable housing, housing rehabilitation assistance and emergency home repair for eligible Glendale residents; and
- administering the federal Community Development Block Grant (CDBG), the Community Action Program (CAP) and other related federal programs.

The eight largest department is **Transportation Services** which totals $17.7 million, and makes up 4.9% of the total operating budget. This department is responsible for transportation planning, traffic engineering, traffic signals, signs, striping, street lighting, transit services and educational program services to meet the transportation needs of the city. This department is also responsible for operating the Glendale Municipal Airport. The airport is a regional general aviation facility that provides hangar facilities, aviation planning, maintenance, safety and educational tours.

The **Parks, Rec & Library Department** provides services that are probably the most visible to the public and includes library services and parks, open space and recreational activities for residents. This department accounts for $17.5 million or 4.8% of the total operating budget. The library serves Glendale citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. The department also offers opportunities to enhance the social, physical, mental and economic health of the community by offering a wide variety of programs and events. They also maintain, protect and manage parks, open spaces, trails and aquatic and recreational facilities located throughout the community.

The **Technology & Innovation Department** expenses round out the top ten departments and this area accounts for another $7.2 million or 2.0% of the operating budget. This department supports the City's technology infrastructure such as application support, network, data services, email and telephony. In addition, this department supports the enhancement of business processes through the use of the LEAN methodology.

The remaining departments in the all other category include: Grants, Development Services, Communications, City Court, City Attorney, Economic Development, Mayor/Council, City Manager, Non-Departmental, Compliance/Asset Management, Intergovernmental Programs and City Clerk (listed in descending order based on the size of their respective operating budget). These departments make up the remaining $31.4 million or 8.7% of the total operating budget.

The *Operating Budget* section in this budget book includes more detailed information on all the departments mentioned in this section.

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, 75% of the FY 2012 operating budget for the General and Streets funds is attributable to wages, salaries and benefits.

The FY 2011 General Fund budget included 22 frozen public safety positions. These 22 positions will be frozen for another year in the FY 2012 budget. In addition, staff has identified another 64 General Fund positions that will be frozen in FY 2012. Of the additional 64 positions, only 5 are sworn with the remaining 59 non-sworn. It is important to note that these 86 frozen positions are still included in the Full-Time Equivalent (FTE) counts that appear on the following pages. Only the salary and benefits associated with the frozen positions are removed from the department's respective operating budgets. This is done because the positions are still authorized by City Council to be filled when the economy and revenue collections improve to the point where it makes business sense to fund the positions once again.

Table 4 provides a comparison of staffing levels in recent years for all funds which accounts for all changes in authorized staffing city-wide. The overall staffing level decreased by 4.63 FTE's due to minimal staffing changes made across six different funds from FY 2011 to FY 2012.

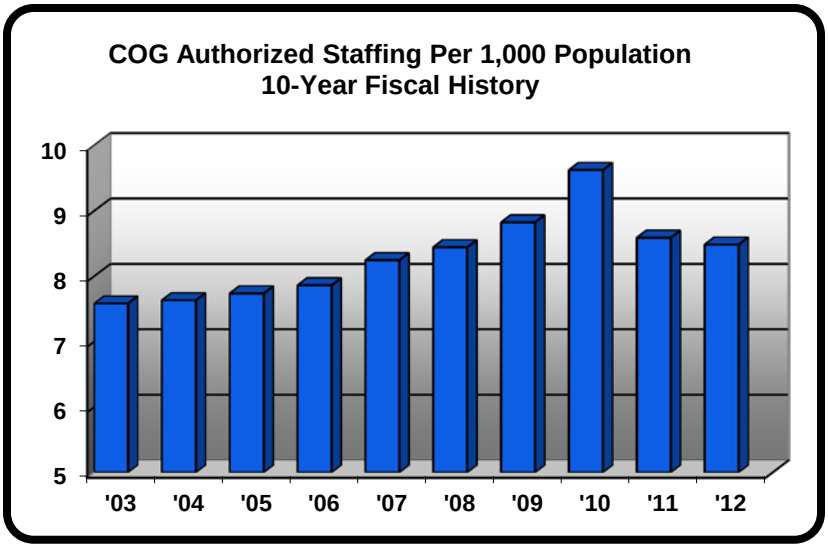
Table 4: Staffing Levels by Fund

(Full-Time Equivalents)

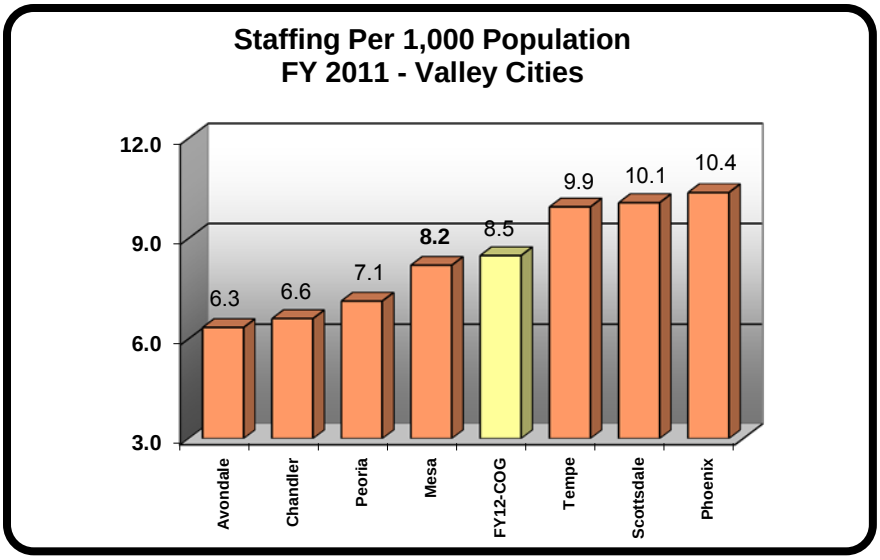
Fund	2007-08	2008-09	2009-10	2010-11	2011-12
General-1000	1,411.76	1,403.76	1,389.76	1,202.26	1,198.88
Water and Sewer-2360/2400/2420	241.25	242.25	242.25	242.25	242.25
Police Special Revenue-1700	42.00	118.00	118.00	118.00	118.00
Sanitation-2480	75.00	78.00	80.00	80.00	79.00
Highway User Gas Tax-1340	97.00	98.00	90.00	67.00	65.00
Fire Special Revenue-1720	21.00	50.00	50.00	51.00	51.00
Transportation Sales Tax-1660	50.25	50.25	50.25	49.25	49.25
Landfill-2440	43.00	41.00	41.00	44.00	44.00
General Services-1040	42.00	42.00	41.00	37.00	34.00
Pub Housing Budget Activities-2500	25.00	25.00	25.00	24.00	24.00
Training Facility Revenue Fund-2530	12.00	12.00	12.00	10.00	12.00
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	7.00	7.00
Civic Center-1740	7.00	7.00	7.00	6.00	6.00
Airport Special Revenue-1760	5.00	5.00	5.00	5.00	5.00
Risk Mgt Self Insurance-2540				1.00	3.75
Grants-1840	4.00	4.00	3.00	3.00	3.00
Court Security/Bonds-1240	1.00	1.00	1.00	2.00	2.00
Stadium Event Operations-1281		2.00	2.00	2.00	2.00
Arena Event Operations-1282		2.00	2.00	2.00	2.00
Telephone Services-1100	1.00	1.00	1.00	1.00	1.00
PC Replacement-1140	1.00	1.00	1.00	1.00	1.00
RICO Funds-1860	0.50	0.50	0.50	0.50	0.50
Total	**2,100.51**	**2,204.51**	**2,182.51**	**1,971.01**	**1,966.38**

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 2010 staffing per 1,000 increased because the 2010 census numbers came in 23,090 less than the previous year's population figure, in addition, the vacant positions accumulated in all funds were not eliminated from the budget until the following fiscal year. The FY 2011 budget included a decrease in total authorized staffing by 211.5 FTEs across all funds. The majority of the staffing decreases related to the elimination of vacant GF positions and city-wide budget reductions. The FY 2012 staffing per 1,000 population remained flat year over year. 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.

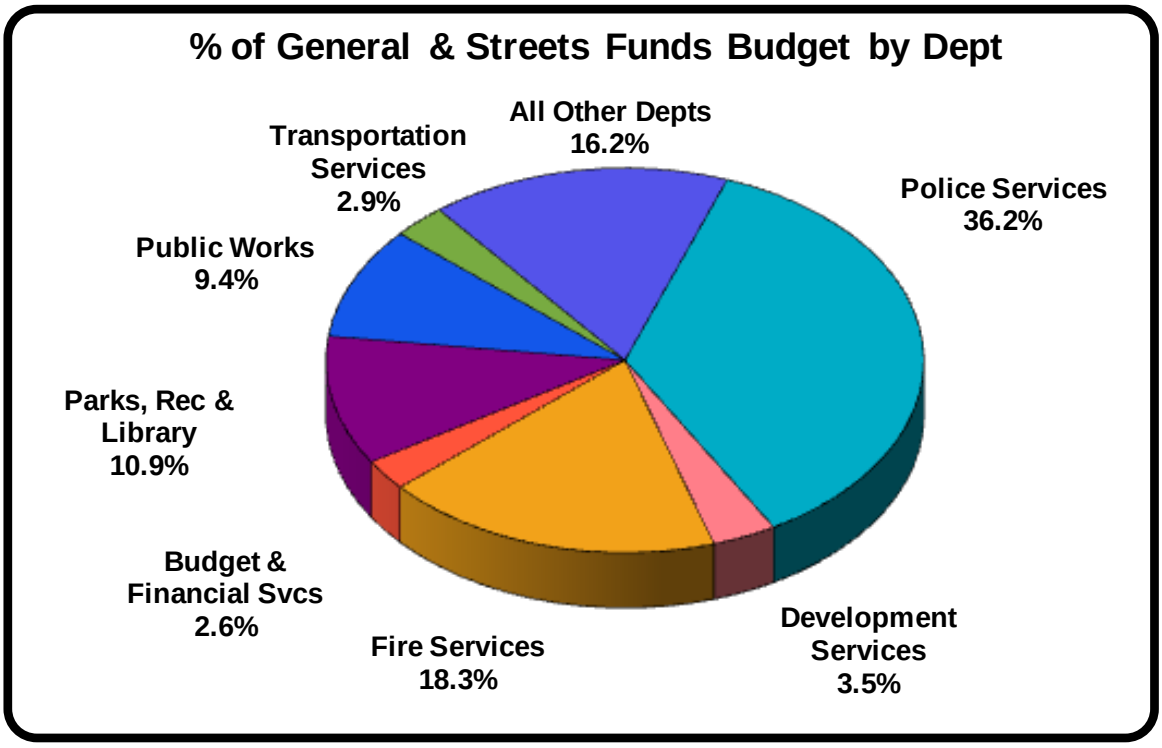


The total authorized staffing of 1,966.38 FTE positions will serve an estimated population of 231,763 at the start of FY 2012. This results in a staffing ratio of 8.48 employees per 1,000 residents in FY 2012. As the accompanying graph indicates, Glendale continues to maintain a low staff to population ratio compared to Phoenix, Scottsdale and Tempe 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 2011 adopted budget numbers except for the City of Glendale, which represents the FY 2012 ratio. This is done because the FY 2012 adopted budget numbers for other cities was not known at the time this budget book was published.

General and Streets Funds Operating Expenditures

The total operating budget for FY 2012 is $131.7 million. Police Services, at 36.2% or $47.6 million, is the largest component of the General Fund budget, followed by Fire Services at approximately 18.3% or $24.2 million, Parks, Rec & Library at 10.9% or $14.3 million and finally Public Works at 9.4% or $12.4 million. These four departments comprise 74.8% or $98.5 million of the total General and Streets Funds operating budgets. The remaining 25.2% or $33.2 million of the $131.7 million budget is within the Development Services, Transportation Services, Budget & Financial Services and the All Other categories.

The All Other category includes City Court, City Attorney, Technology & Innovation, Communications, Human Resources & Risk Management, Economic Development, Mayor & Council, Neighborhood & Human Services, City Manager, Non-Departmental, Compliance & Asset Management, Intergovernmental Programs, City Clerk and Water Services departments. The accompanying graph displays the General and Streets Funds budgets by department 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 and Transportation Departments. The following table compares the FY 2012 General and Streets Fund operating budgets by department to FY 2011 in tabular form.

Table 5: General & Streets Funds Operating Budgets By Dept

(All Dollars in Thousands)

Dept Name	FY 2011 Budget	FY 2012 Budget	% Change
Police Services	$47,136	$47,636	1.1%
Fire Services	$23,639	$24,157	2.2%
Parks, Rec & Library	$15,112	$14,331	-5.2%
Public Works	$13,012	$12,438	-4.4%
Development Services	$4,979	$4,577	-8.1%
Transportation Services	$3,748	$3,783	0.9%
Budget & Financial Svcs	$7,361	$3,419	-53.6%
City Court	$3,578	$3,388	-5.3%
City Attorney	$2,840	$2,885	1.6%
Technology & Innovation	$3,049	$2,757	-9.6%
Communications	$2,957	$2,620	-11.4%
Human Resources & Risk	$1,912	$1,946	1.8%
Economic Development	$1,802	$1,437	-20.2%
Mayor & Council	$1,256	$1,424	13.4%
N'Hood & Human Services	$1,019	$1,092	7.2%
City Manager	$1,395	$1,047	-24.9%
Non-Departmental	$1,964	$765	-61.0%
Compliance & Asset Mgt	$938	$708	-24.5%
Intergovt. Programs	$722	$687	-4.8%
City Clerk	$676	$618	-8.5%
Water Services	$27	$27	0.0%
Total	**$139,120**	**$131,743**	**-5.3%**

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*.

It is important to note that all departments within the General and Streets Funds participated in FY 2012 base budget reductions. However, changes in departmental staffing levels associated with the FY 2010 FTE reduction exercise that was finalized during the first quarter of FY 2011, coupled with an organizational re-alignment that occurred at the end FY 2011, caused several departments to have shifts in the salary and benefits component of their operating budget from FY 2011 to FY 2012 that effected their year over year percentage changes.

The 53.6% decrease in the Financial Services department is a result of decreased staffing and a planned restructuring of existing lease debt. The remaining principal and interest payments were

spread out over a longer time period resulting in a reduction of $3.8M in principal and interest payments due to be paid in FY 2012. Schedule Eight in the back of the budget book includes all scheduled lease payments planned for the next five years and beyond.

The 61% decrease in Non-Departmental is due to the re-allocation of an electricity and utilities reserve budget totaling $1.1M that was moved out of this budget and into Transportation Services, Public Works and Parks, Rec & Library Departments where these expenses are primarily paid from.

General and Streets Funds Transfers to Other Funds

The General and Streets Funds support 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 $32.3 million is projected to be transferred to other funds in FY 2012. This amount is $19.5 million more than the net GF transfers included in the FY 2011 budget. However, the FY 2011 transfer amount included a one-time offset of $6 million that was transferred into the General Fund. In addition, the transfer from the General Fund to the Arena Event Operations Fund was increased by $15.3 million to cover the arena management fee and other operational expenses.

Also included in the $32.3 million transfer is $10.2 million to the Municipal Property Corporation debt service fund to cover 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 $10.2 million is the net amount after accounting for expected revenue per the respective development agreements for the various facilities named above.

A total transfer of $2.4 million is projected for the Stadium and Youth Sports Complex funds. $1.4 million will be transferred from the Streets Fund to the Street Debt Service Fund to help pay the principal and interest payments for previously funded HURF bond projects. 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 $320,145 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.

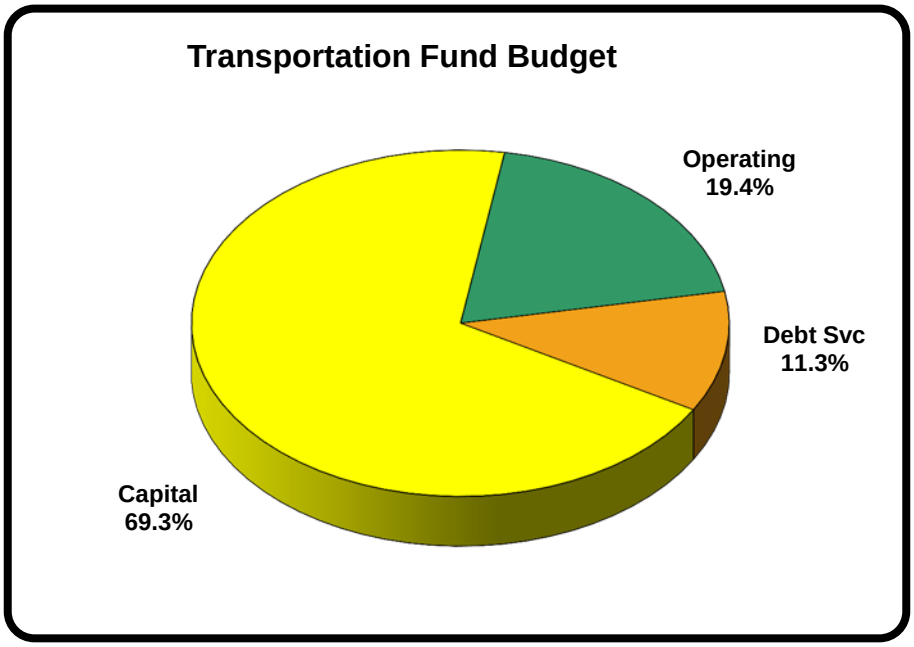
Police and Fire Sales Tax Fund Expenditures

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 $14.2 million will be appropriated from the Police Special Revenue Fund to provide police services. An additional $6.4 million from the Fire Special Revenue Fund is designated to

provide fire protection and emergency medical services. The Police fund supports 118 authorized 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 $45 million are budgeted for capital outlays (including grant funded capital projects), the total operating budget of $12.6 million is used for Fixed Route services (public transportation) at $5.2 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 $2.7 million, or 21% of the operating budget, is used for traffic engineering, safety education, traffic mitigation, management oversight and grant related operating appropriation. Debt service payments totaling $7.3 million are budgeted for FY 2012 and represent the final appropriation component.

Airport Fund Expenditures

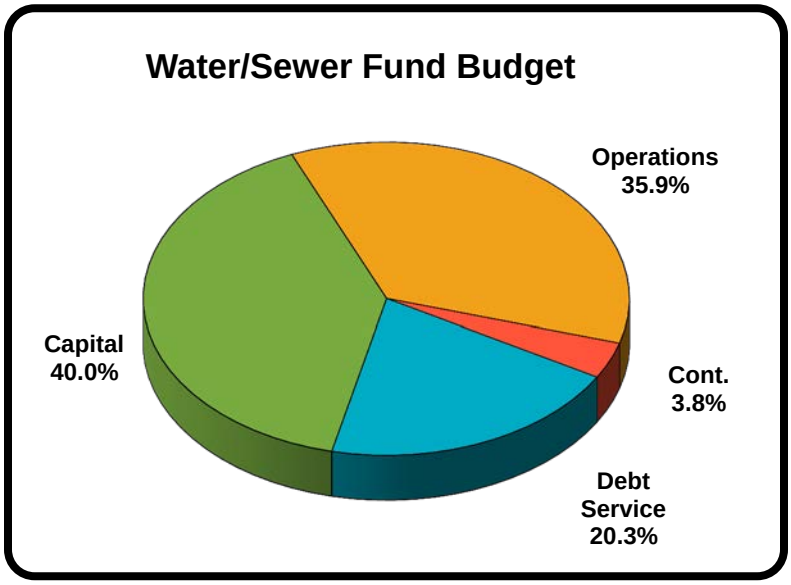
The Airport Fund operating budget is $527,326 that is funded by airport revenues of $466,491 with the remaining $60,835 covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

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, and the economy recovers, staff believes the Glendale Airport will attract more corporate jet customers. When these improvements are coupled with uses from professional football, hockey

and baseball spring training, 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 $47.8 million for FY 2012. Almost half of this budget, or $18.6 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 $20.6 million. The remaining $8.6 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 2012 and they account for the $53.2 million in capital expenditures, as well as the corresponding $27 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.

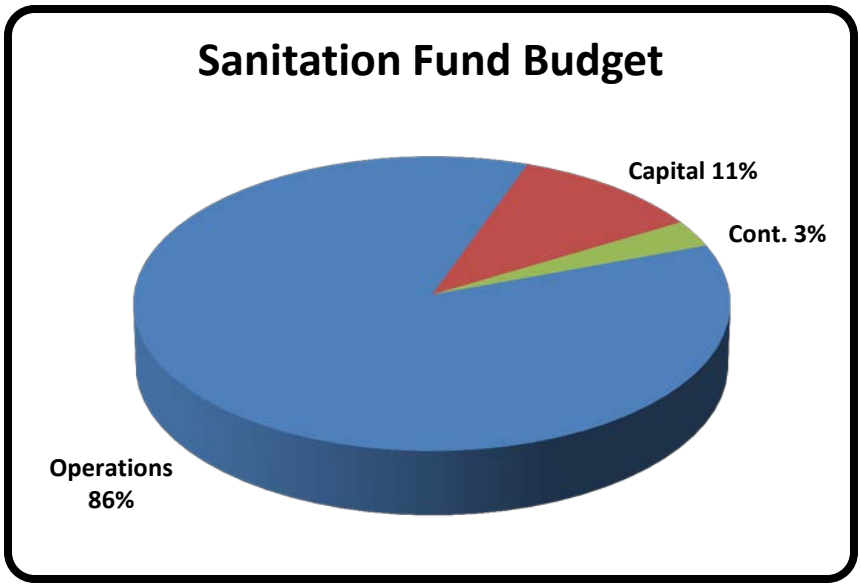
Landfill Fund Expenditures

The total operating budget for FY 2012 is $7.1 million, relatively unchanged from the $7 million in FY 2011. Landfill operations total $3.2 million, the materials recycling facility accounts for $2 million and other recycling at $937,523, all of which accounts for 86.2% of the operating

budget. The remaining amount, or $977,584, is used for solid waste administration and landfill gas management. The FY 2012 capital budget totals $1.7 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 2012 will be the tenth 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 2012 is $14.6 million, which represents a 5% increase from the $13.9 million in FY 2011, but it is in line with the $14.5 million in FY 2010. Residential curb service includes trash, recycling and loose trash collection and accounts for $10.4 million or 71% of the operating budget. The commercial front-load and roll-off divisions account for another $4.2 million. The FY 2012 capital budget includes $1.9 million for the purchase of side load refuse trucks and replacement pickup trucks, which makes up 11% of the total operating budget. The Sanitation Fund has a $500,000 contingency appropriation to be used at City Council discretion for any unplanned emergencies.

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 $23.1 million for FY 2012.

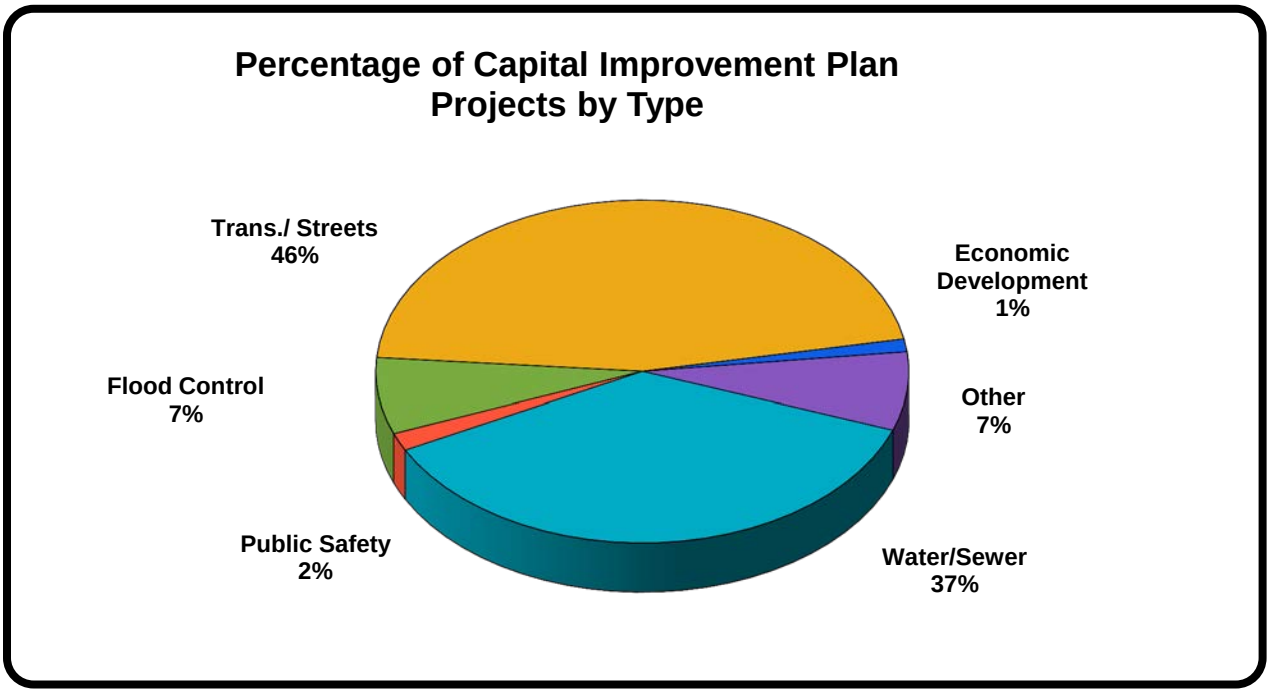
The City of Glendale will contribute $14.2 million to this fund in FY 2012 of which $9.2 million is from the GF employer contributions. Additional revenue in this fund includes employee contributions totaling $4.3 million and retiree contributions totaling $3.4 million. Modest interest earnings projected at $17,588 bring total revenues into the fund to $21.9 million for FY 2012.

The beginning fund balance is projected to be approximately $2.6 million and the fund is projected to end the year with $1.4 million. This reduction in fund balance is a direct result of management's decision to keep benefit rates flat year over year by using some fund balance to cover any medical and dental expenditures over the $21.9 million coming into the fund as revenue. The FY 2012 operating budget is $23.1 million, which is a reduction of $5.6 million from the FY 2011 operating budget of $28.7 million.

Capital Improvement Plan Expenditures

The total capital improvement budget for FY 2012 is $144.2 million, and 91.4% of this amount relates to transportation, public safety, flood control, and water and sewer projects. The $144.2 million includes carryover appropriation from FY 2011 of $94.5 million to complete existing projects and $49.7 million for new projects. This is a decrease of $50.2 million, or 25.8%, compared to the FY 2011 capital improvement budget of $194.4 million. The reduction was primarily driven by a year over year reduction in the new funding included in the FY 2011 capital budget ($97.4 million) versus FY 2012 ($49.7 million) that accounted for $47.7 million of the decrease. A decrease in funding for carryover capital projects of $2.5 million accounted for the remaining year over year reduction.

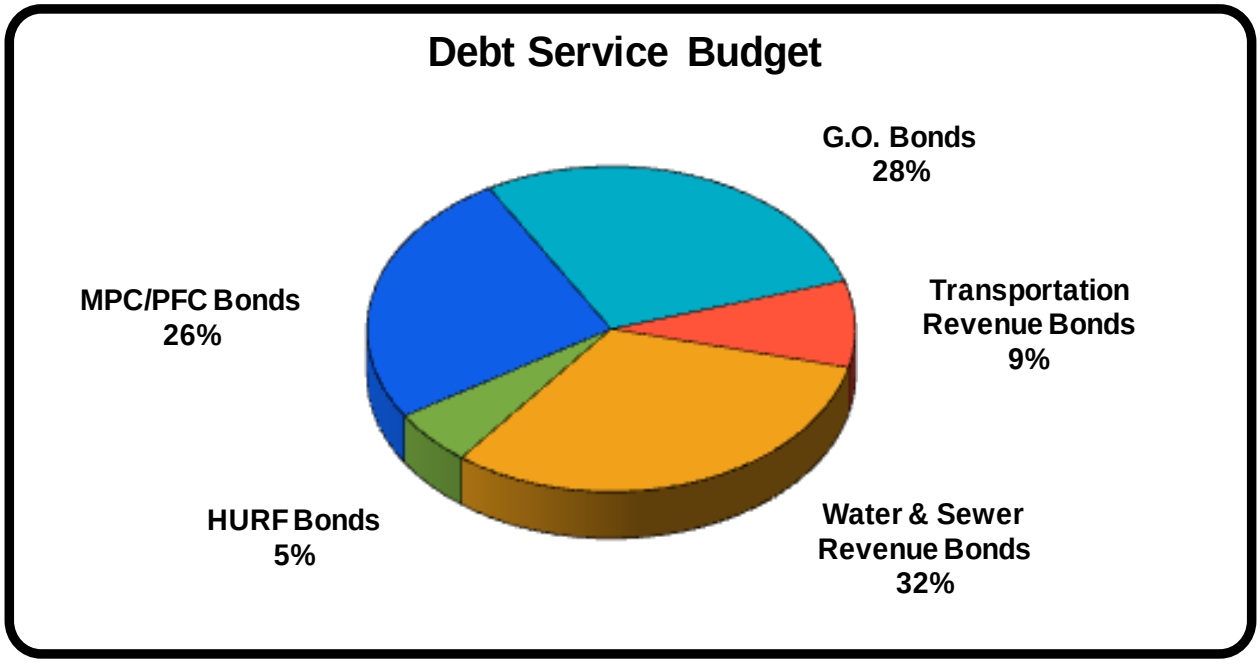
The graph below shows the percentage of capital improvement plan projects by type and as a percentage of the whole. The graph includes new funding and carryover for FY 2012. For more details, please refer to the *Capital Improvement Plan* section of this document.



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 2012 is $85.1 million, compared to $84.8 million in FY 2011. 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 2012 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:

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Management and Budget Department
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Financial Guidelines

2011-2012

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 expenditure 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 REVENUES AND EXPENDITURES 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 $221.20 in 2010, an increase of 113.52%.

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%
2010	221.2	1.09%
Jan '11	223.1	0.88%
Feb '11	224.4	0.57%
1984 - 2010 Total		113.52%
1984 - 2010 Avg		2.97%
2003 - 2010 Total		17.29%
2003 - 2010 Avg		2.29%

The average annual inflation rate has been averaging about 2.97% since 1984. From 2003 to 2010, the average inflation rate has been lower, averaging 2.29%. 2009 marked the first time since 1984 that the average inflation rate declined year over year. However, that trend was short lived as 2010 say an increase of 1.09% from 2009. During the first two months of 2011, the inflation factors increased by .88% and .57%, meaning that when the first two months of the year are combined they already surpass the percentage increase we saw in all of 2010.

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 leveled 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%. In 2010, the census figures

released for the city were much lower than projected. The current population is estimated at 226,721 which is a 9.24% decrease from the 2009 figure. This loss in population had an adverse impact on our state-shared revenues that are distributed based on a proportion of population.

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2016, measured as of the beginning of the fiscal year. The data included in the table was supplied by the Glendale Planning Department.

City of Glendale Population at Start of Fiscal Year

	Year	Population	% Increase
	1984	117,348	4.49%
a	1985	122,392	4.30%
	1986	127,486	4.16%
	1987	132,581	4.00%
	1988	137,675	3.84%
	1989	142,769	3.70%
b	1990	148,134	3.76%
	1991	151,558	2.31%
	1992	155,916	2.88%
	1993	161,688	3.70%
	1994	168,874	4.44%
c	1995	182,615	8.14%
	1996	186,500	2.13%
	1997	191,612	2.74%
	1998	196,820	2.72%
	1999	208,095	5.73%

	Year	Population	% Increase
d	2000	218,812	5.15%
	2001	224,703	2.69%
	2002	227,763	1.36%
	2003	231,288	1.55%
	2004	233,281	0.86%
e	2005	242,369	3.90%
	2006	243,737	0.56%
	2007	246,396	1.09%
	2008	248,745	0.95%
	2009	249,811	0.43%
f	2010	226,721	-9.24%
*	2011	229,468	1.21%
*	2012	231,763	1.00%
*	2013	234,080	1.00%
*	2014	236,421	1.00%
*	2015	238,785	1.00%
*	2016	241,173	1.00%

Notes:

a 1985 Special Census
b 1990 Census
c 1995 Special Census - includes Luke AFB
d 2000 Census
e 2005 Special Census (September 1)
f 2010 Census
* 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 2012, no pay increases are included in the forecast. In fact, a two and a half percent reduction in base salary has been included in the forecast through the use of 52 hours of mandatory furlough (equivalent to 6.5 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 2011, an addendum to the two-year Memorandum of Understanding with the police and fire represented groups was reached that identified reductions in step plan deferred compensation. The Police and Fire Departments agreed to eliminate half of their deferred compensation in FY 2012. 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 2012 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 2012 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.

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. In FY 2012, the GF contributions will be decreased another 10%, bringing the overall GF contribution rate to 40%. 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 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.

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.

Public Facilities Corporation (PFC) debt service associated with the new Camelback Ranch Spring Training Baseball Complex had a significant impact on FY 2013 thru FY 2016 of the forecast period. Capitalized interest was used to make the initial debt services payments after the complex opened. FY 2013 forward will mark the first year that a full payment is required. The payment ranges from $13 million to $18 million each year. 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

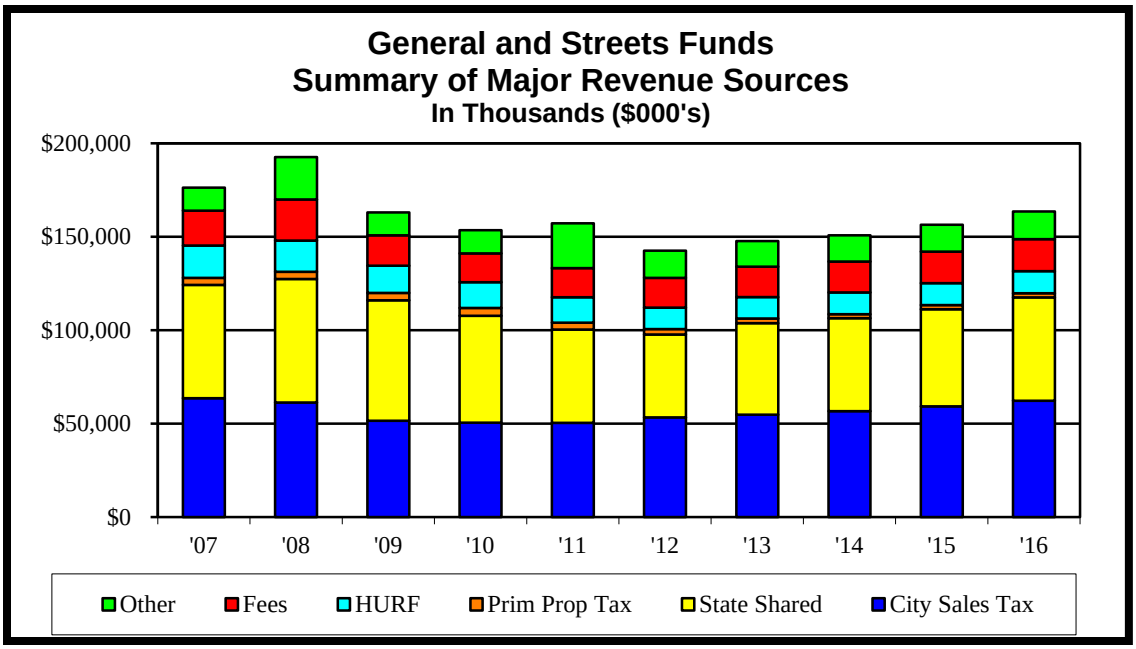
The local and national economy has changed significantly over the past year. In the spring of 2008 we knew the housing market was in flux as a new equilibrium point between buyers and sellers was being established. Credit also had tightened for consumers and, to some extent, the business community. Business 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. All of this meant that revenue growth was unlikely, so the FY 2011 revenue budget was essentially flat year over year.

For the local economy, the impact of the current recession is reflected in Glendale's sales tax collections. Through February 2011, city and state sales tax collections, which comprise over one-half of the current fiscal year's General Fund (GF) revenue budget, receded to levels last experienced in FY 2005. The good news is that these revenue collections are slightly better than budget through February 2011. This information, coupled with the fact that housing prices have leveled off and national earnings reports of leading companies are starting to turn around, allowed the city to build a modest 2.7% increase in city sales tax collections for FY 2012.

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 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 income, city property rental income, bond/lease proceeds, staff/admin charge-backs and miscellaneous revenues).



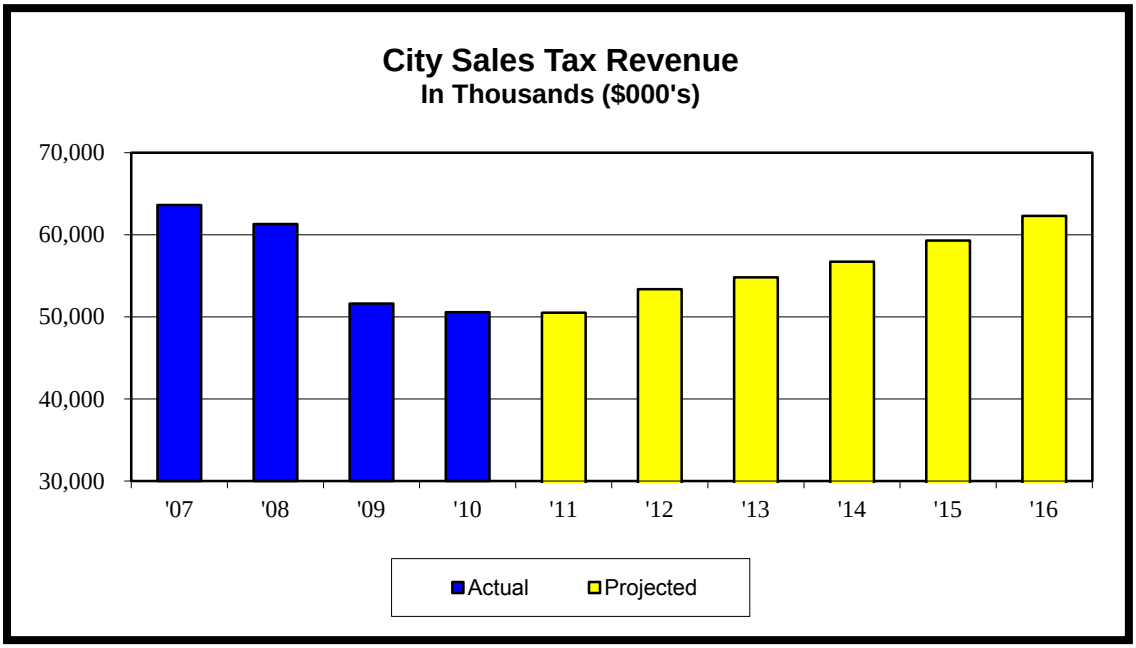
City Sales Tax

City sales tax is "elastic" revenue, meaning it varies directly with the economy. During times of 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 37.4% of the city's GF revenue budget for FY 2012 (including HURF). This percentage is projected to remain stable for the forecast period, fluctuating between 37.1% and 38.1%.

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 declined from $63.6 million in FY 2007 to $50.6 million in FY 2010, or 20%. The revised FY 2011 city sales tax revenue projection is essentially flat with FY 2010 coming in $50.5 million. However, FY 2012 includes a modest increase of 2.7% with the remaining years in the forecast period fluctuating between 3.5% and 5.1%. 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.

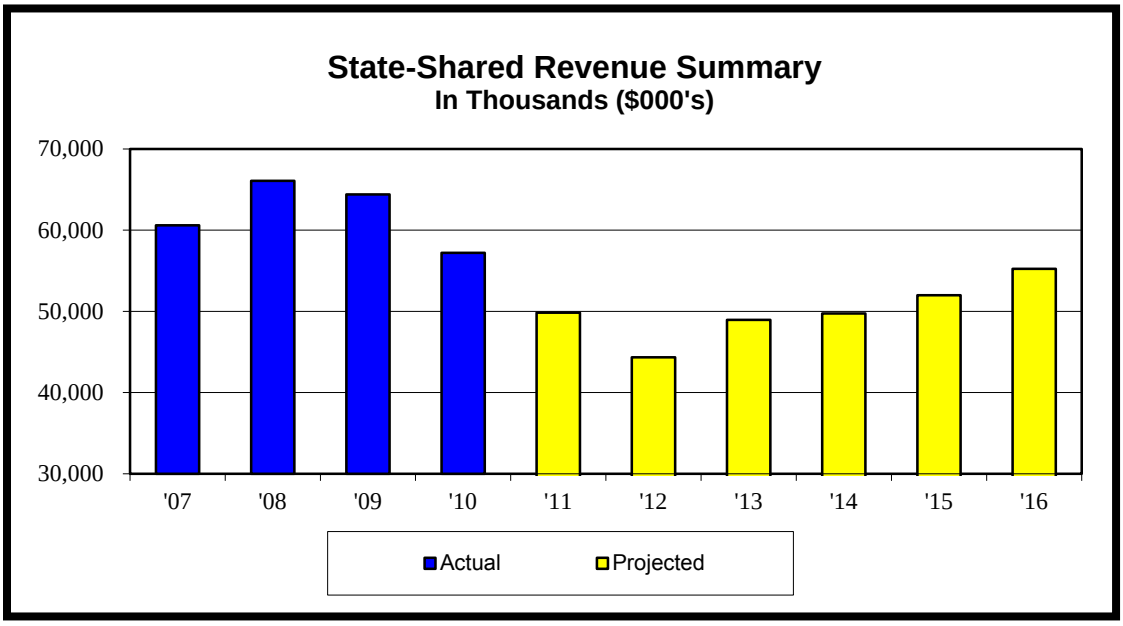


State-Shared Revenue

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 31.1% or $44.3 million of the city's GF revenue budget for FY 2012. This is a precipitous drop from the 39.5% level or $64.4 million that was collected in FY 2009. The forecast period assumes a percentage between 31.1% and 33.8% over the forecast period due to a decrease in Glendale's population figures coupled with increases in population growth of other outlying valley cities. This revenue source is projected to rebound by $4.6 million in FY 2013 and total $48.9 million due primarily to a projected increase in state income tax receipts. The projection for FY 2014 through FY 2016 is for more modest growth averaging $2.1 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 8.9% between FY 2005 and FY 2008. In the next three fiscal years, the average growth rate decreased by 8.9% (FY 2009 – FY 2011) and is projected to decrease by another 11.1% in FY 2012 before rebounding in FY 2013. 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 average growth rate of 5.7% in FY 2013 - FY 2016 as the national economy rebounds.



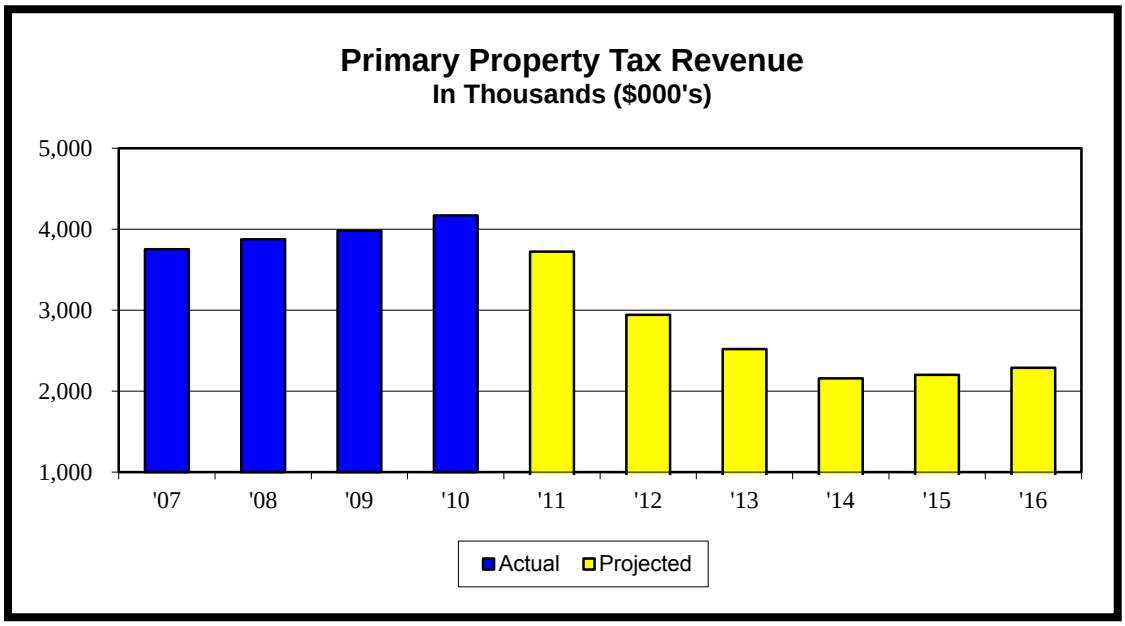
Property Tax

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 GF. 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 2.1% of the total, or $2.9 million for FY 2012. This percentage of the total is a slight decrease from the 2.3% rate experienced from FY 2007 to FY 2011. 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 2012, 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 is 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 a 21% decline in primary property tax revenue for FY 2012, followed by 14% declines in each of FY 2013 and FY 2014. Modest increases in FY 2015 and FY 2016 averaging 3% in primary property tax revenue round out the forecast period.



Highway User Revenue Fees (HURF)

This source is commonly referred to as the gasoline tax although there are several additional transportation-related fees that comprise this revenue, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel. 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 2011 the city expects to receive $13.6 million in HURF revenue, which is only a 1.3% decrease from FY 2010 but is 18.5% below FY 2008 levels. HURF revenues are projected to decline another 16.1% in FY 2012 and they will comprise 8% or $11.4 million of GF revenue. This amount is expected to grow modestly to $11.8 million by the end of the forecast period. Given the uncertainty about the state's FY 2012 budget and the state of the economy, we have assumed a 0.8% average growth rate for the remainder 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 $15.9 million in FY 2012, about 11.2% of total GF revenue. By FY 2016, revenue from fees and charges is expected to grow to $17.1 million. FY 2012 revenue is projected to increase by 2.4% over the previous fiscal year, but the average growth rate for the remainder of the forecast period is 1.8%.

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 operations 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 2012 are $8.9 million and comprise about 60.8% of the "other" revenue category but only 10.2% of all GF revenue. This amount is anticipated to decline by 6.3% in FY 2013 and then grow by an average of 2.7% each year through the forecast period. The remaining $5.7 million or 39.2% of this revenue category is made up of interest, city property 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 2012 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 2012, state-shared revenue is expected to be distributed in the same manner used for the FY 2011 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 2012 will reflect the income tax the state collected in FY 2010

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 2012. A more detailed discussion of these other revenue sources and the projection for FY 2012 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 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.

Capital Expense Considerations

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

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

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

Glendale also assesses development impact fees for commercial and residential construction. These fees are used to supplement property tax revenues for the construction of public safety facilities, parks and recreation facilities, libraries and other capital projects. By using this

approach, the city takes steps to ensure that new developments pay their fair share for the costs associated with the city services needed to support such developments.

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

Administering a Sound Financial Plan

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

- Increasing revenues from existing sources such as sales and property taxes or creating new taxing sources;
- Delaying future growth-related infrastructure development;
- Reducing operating expenses by cutting budgets for city services.

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

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

- It is almost impossible to pinpoint service demands and their costs for the distant future;
- The reliability of all predictions will decrease in direct proportion to the increase in the length of the time period involved;
- It is not prudent to make predictions using only a single variable, such as population growth, when other factors, such as economic conditions, play an important role in future events; and
- It is important to design short- and long-term strategies that are flexible enough to meet a broad range of possible outcomes.

LONG-TERM STRATEGIES

Adjusting Staff Levels
Although Glendale has one of the Valley's lowest ratios of city authorized staff positions to population (8.57:1,000) personnel-related costs account for 77% 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 *2012-2021 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 less than 3% of the city's anticipated General Fund revenues in FY 2012.

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.

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 through FY 2008 budgets, this approach was further modified to allow the city sales tax projection to match the previous year growth percentage because this revenue source had performed so strongly.

The severe economic downturn between FY 2009 and FY 2011 required city sale tax projections to mirror the negative decline in sales tax receipts that cities and towns were experiencing throughout the nation. With the economic downturn leveling off, the city sales tax projection returned to the approach discussed previously and used from FY 2005 through FY 2008. This approach requires the city to look at the most recent sales tax activity and only build in a growth percentage that matches the way city sales tax revenues are trending for that time period.

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 Fund Balance
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's fund balance. Every fiscal year, a portion of fund balance 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, fund balance 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 fund balance 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 fund balance for future use.

City Council policies discourage the routine use of fund balance 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. If fund balances 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 fund balance 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.

FUND BALANCE POLICY- GENERAL FUND

In this policy General Fund refers to the grouping of funds as reported in the Comprehensive Annual Financial Report (CAFR) under General Fund and on Schedule One of this budget book. This Fund should maintain a minimum unrestricted fund balance between 5 and 10% of General Fund revenues received less revenues associated with the sporting facilities, certain rental revenues, replacement fund revenues and monies set aside for library, court, art commission, marketing self sustaining and employee groups divisions.

As part of the budget resolution, council will annually commit the funding level of the minimum fund balance requirement. Any balance in excess of 10% may be used to support city operations on a one-time basis for such items as capital equipment and building improvements, new construction of city facilities, minimization of prolonged fluctuations relating to the local and national economic condition (i.e. recessions), and unforeseeable and unexpected financial situations (natural disasters, acts of terrorism etc.). If a situation arises where unrestricted fund balance ends the fiscal year with a balance less than the calculated minimum unrestricted fund

balance the deficiency should be replenished in the coming fiscal years, not to exceed a total of five consecutive years, using revenues received and reducing appropriations.

ESTABLISHMENT OF FUNDS

Delegation of the authority to establish new funds shall rest with the City Manager and designees as they see the need to segregate funds received for particular services or functions that are desired to be tracked separately from the general fund.

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 5 to10% 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 Executive Director for Budget and Finance Services, 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, between 5 and10% 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.

Operating Budget

2011-2012

GLENDALE AZ

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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 17 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.

The Mayor and Council represent Glendale as members and leaders on numerous city, regional and national organizations and committees.

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 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
- One Community With High Quality Services For Citizens

Accomplishments

Fiscally Sound

- Reduced the city budget by $266 million over the past three fiscal years through a variety of methods including the evaluation of business practices and implementation of cost savings brought forward through *Innovate*, an employee program focused on innovation.
- Volunteers provided 120,744 hours of service, which, if paid, would be valued at $2.5 million.
- Reduced fuel usage by more than 129,300 gallons through measures such as reducing the number of vehicles the city operates, downsizing 200 vehicles from V-8 to 4 cylinder models, including 300 vehicles that operate on E85 fuel, driving fewer miles, piloting the use of hybrid vehicles, creating a motor pool of 21 vehicles, and adhering to a rigorous maintenance schedule.
- Received, for the 22nd consecutive year, the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report.

Strong Neighborhoods

- Engaged citizens by hosting community events such as Community Conversations with Mayor Scruggs, Council District meetings and Legislative Link meetings.
- 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.
- Continued to support Glendale's 192 registered neighborhoods and HOAs.
- Celebrated "Getting Arizona Involved in Neighborhoods" (GAIN) Night with many of Glendale's 173 Neighborhood Watch Groups.

Public Safety

- Glendale Ranked #10 on Forbes "America's Safest Cities" list. Forbes based their ranking from an analysis of violent crimes and fatal traffic accidents within the larger cities throughout America.
- Received $136,960 in federal stimulus funding to enhance the ability of the Police Department to investigate and support the successful prosecution of domestic violence offenders.
- Hosted the first Annual Statewide Domestic Violence Training Summit with $41,000 in grant money from the Governor's Office on Children, Youth and Families.
- Glendale became the first municipal police department in the valley to utilize in-car video technology in its full fleet of patrol cars. The dash-mounted cameras capture visual and audio recordings that can prove useful for crime prevention and in investigations. Funding came from a $940,000 federal appropriation in 2008.
- 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 Continuous Chest Compressions and personal safety.

Quality Economic Development

- Filled more than one million square feet of office and industrial space and attracted more than 1,000 jobs in two targeted industries: healthcare and education, in spite of slow economic growth nationwide.
- Celebrated the opening of DeVry University's fourth Arizona location at Westgate City Center. The campus occupies approximately 18,000 square feet of space and brings dozens of new professional jobs to the city.
- Opened the new 51,000 square-foot headquarters of Waterous, one of the world's leading mobile firefighting equipment manufacturers, in Glendale.
- Selected by Linamar Solar Systems for its new Power Conversion Unit production facility. Linamar Solar signed a five-year lease for a 76,000 square-foot industrial building in Glendale's Airpark.
- Welcomed millions of travelers to the West Valley for sports and entertainment events in Glendale, boosting the economy with tourism dollars.

A Vibrant City Center

- Transformed the 10-year old Glendale Visitor Center into a state-sanctioned Convention and Visitors Bureau.
- Welcomed Southwest Ambulance to Downtown Glendale. Arizona's largest ambulance provider has chosen Glendale's Centerline as the location for its West Valley Operations Facility.
- Continued to support Glendale's signature special events which draw 500,000 people per year to the downtown.
- Completed the Centerline Walkway Project, a beautifully landscaped walkway between Glendale Avenue and Glenn Drive, complete with seating areas, brick walkways and new lighting funded by the American Recovery and Reinvestment Act (ARRA).
- Approved the Glendale Overlay District which helps support businesses in the Centerline District.
- Developed Artwerks Lateral 58, a new element of the Glendale Centerline, designed to bring artists to the area and highlight the downtown shops and restaurants while showcasing artists and their work.

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 14 West Valley communities.
- Advanced the statewide "Luke Forward" campaign to bring the new F-35 joint strike fighter mission to Luke Air Force Base. In its first 12 months, over 20,000 supporters registered on LukeForward.com and nearly $25,000 has been raised to privately underwrite the initiative.

- Worked with Fighter Country Partnership to engage the public to participate in the F-35 Environmental Impact Study (EIS) process. As a result, Luke's first EIS meetings posted a record for the number of written citizen comments submitted in support of the F-35 mission.
- Mayor Scruggs continued to lobby on behalf of the city for congressional and Pentagon support for bringing the F-35 mission to Luke AFB.

High Quality Services for Citizens

- Continued the process of updating the Parks and Recreation Master Plan with input from local interest groups, community organizations and businesses, public officials and private citizens.
- Renovated and redesigned the sports complex at Sahuaro Ranch Park. Upgrades focused on shade; "green" improvements; and efficiencies in electrical, water and other costs. The design added two multipurpose fields to the original ball field design to support youth soccer, football and other organized activities. The new design increases comfort and capacity of the seating areas for viewing events and the fields are now completely handicapped accessible. Approximately 72,000 games have been played at the complex since it opened in 1986.
- Expanded Glendale's recycling program to include Plastics #1-7. By including Plastics #1-7, the overall amount recycled will increase and the amount of waste going to the landfill will be reduced.
- Offered help to Glendale families who were homeless or in danger of losing a safe place to live with an additional $316,132 of funds awarded to the city of Glendale. The federal funds were part of the American Recovery and Reinvestment Act.
- For the 16th consecutive year, received a "high performer" rating from the U.S. Department of Housing and Urban Development (HUD) for Glendale's Community Housing Division.
- Continued GO Transportation program efforts which have resulted in expanded transit services, enhanced traffic flow and safety on Glendale streets and at intersections, and further development of bicycle and pedestrian enhancements throughout the city.
- Received federal grant funding for transit projects that otherwise may have been cut as fixed route bus service was impacted in all valley cities.
- With a Department of Energy grant, completed the conversion to LED lights throughout Glendale. The grant enabled 30 intersections to be converted, making all of Glendale's 190 signalized intersections equipped with LED lighting. The higher quality lamps will require less maintenance, resulting in fewer lane closures due to repairs.
- Received a $1.2 million boost from federal grants awarded to improve air quality and reduce roadway congestion. The grants, which funded the design phase of five projects, expanded the city's use of Intelligent Transportation Systems (ITS) for its traffic network.
- Garnered an Energy Efficiency Conservation Block Grant to expand Glendale's educational offerings beyond water conservation to other topics of green living.

Interesting Facts

The Glendale Civic Center broke all attendance records this past year, and once again, was voted one of the best venues in the state for meetings, events, weddings and conferences in the *Phoenix Business Journal's* "Ranking Arizona."

Camelback Ranch – Glendale, the home of the Chicago White Sox and Los Angeles Dodgers, was named winner of a 2010 WESTMARC Best of the West Award in the "Attractions, Entertainment & Destinations" category in the West Valley.

City of Glendale
Budget Summary by Department

Mayor

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Office of the Mayor	$339,466	$334,216	$334,216	$333,342	0%
Total - Mayor	**$339,466**	**$334,216**	**$334,216**	**$333,342**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$309,306	$323,181	$323,181	$335,289	4%
Supplies and Contracts	$23,512	$18,087	$18,087	$18,087	0%
Internal Premiums	$3,329	$3,512	$3,512	$3,427	-2%
Internal Service Charges	$3,319	$3,076	$3,076	$2,821	-8%
Work Order Credits		($13,640)	($13,640)	($26,282)	93%
Total - Mayor	**$339,466**	**$334,216**	**$334,216**	**$333,342**	**0%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) 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 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Barrel District	$72,452	$69,187	$54,162	$99,446	44%
(1000) Cactus District	$74,501	$94,377	$79,693	$99,213	5%
(1000) Cholla District	$65,160	$74,685	$59,656	$104,581	40%
(1000) Council Office	$511,669	$445,694	$445,694	$489,998	10%
(1000) Ocotillo District	$66,586	$92,131	$75,988	$99,223	8%
(1000) Sahuaro District	$76,257	$76,829	$56,923	$99,264	29%
(1000) Yucca District	$80,694	$69,352	$55,337	$99,258	43%
Total - Council Office	**$947,319**	**$922,255**	**$827,453**	**$1,090,983**	**18%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$791,145	$745,504	$745,504	$820,134	10%
Supplies and Contracts	$133,082	$174,969	$80,167	$298,933	71%
Internal Premiums	$12,218	$14,858	$14,858	$14,865	0%
Internal Service Charges	$10,874	$10,322	$10,322	$9,764	-5%
Work Order Credits		($23,398)	($23,398)	($52,713)	125%
Total - Council Office	**$947,319**	**$922,255**	**$827,453**	**$1,090,983**	**18%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Barrel District	1	1	1	1	0%
(1000) Cactus District	1	1	1	1	0%
(1000) Cholla District	1	1	1	1	0%
(1000) Council Office	7	6	7	7	17%
(1000) Ocotillo District	1	1	1	1	0%
(1000) Sahuaro District	1	1	1	1	0%
(1000) Yucca District	1	1	1	1	0%
Total -Council Office	**13**	**12**	**13**	**13**	**8%**

CITY ATTORNEY'S OFFICE

Craig Tindall

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.

Department Description:
The City Attorney is appointed by the City Council and acts as legal adviser to the city, its officials, departments, as well as boards and commissions on matters that affect the conduct of city business. The City Attorney's Office represents the city in all legal proceedings and directs the legal services provided by outside counsel. The office also prepares resolutions, ordinances and related legal documents for City Council consideration in order to implement adopted city policy, draft and review all contracts considered by the city, and issue opinions on a variety of municipal matters.

The City Attorney's Office works closely with the Police Department with ongoing training of its officers relating to state and city laws. The office is responsible for prosecuting any misdemeanor violation that occurs within the city limits including violations of Glendale City Code, DUI and domestic violence cases. The office also handles conflict cases for other cities as well as the Maricopa County Attorney's Office.

FISCAL YEAR 2012

GOALS	
Goal	Provide high quality, professional and timely legal services to the Mayor, Council and city staff.
Related Council Goal	One community with high quality services for its citizens.
Activities	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations. Attend 100% of the meetings or hearings as needed or requested.
Expected Outcomes (Perf. Measures)	Develop strong relationships with departments and attend 100% of the meetings or hearings as needed or requested.
Time Commitment	Goal is an ongoing effort.
Expected Challenges	None.

Goal	Work to ensure 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.
Expected 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.
Time Commitment	Goal is an ongoing effort.
Expected Challenges	Budget constraints.

FISCAL YEAR 2011

Area of Innovation:

- Through a Governor's Office of Highway Safety grant, laptops and printers were purchased and wireless hubs installed in the court house for the prosecutors. The equipment made it possible to create plea agreements, receive documents from the Motor Vehicle Division, receive and communicate with the office by e-mail, access the Office JustWare Program and print while anywhere in the courthouse. Consequently, the prosecutors have seen an improvement in their overall management of their cases as well as improvement reduction in the amount of time required by both prosecutors and support staff to complete their duties.

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 its 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	Budget constraints.

FISCAL YEAR 2010

Area of Innovation:

- Continue to utilize the case management system for the City Prosecutor's Office along with utilizing 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.

City of Glendale
Budget Summary by Department

City Attorney

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Attorney-Spec Proj Fees/Costs	$3,527,908	$0	$0	$0	NA
(1000) City Attorney	$2,321,104	$2,339,684	$2,458,342	$2,384,723	2%
(1000) Outside Legal Fees	$0	$500,000	$500,000	$500,000	0%
Total - City Attorney	**$5,849,012**	**$2,839,684**	**$2,958,342**	**$2,884,723**	**2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$2,190,800	$2,290,892	$2,409,550	$2,461,073	7%
Supplies and Contracts	$3,617,525	$628,336	$628,336	$628,336	0%
Internal Premiums	$32,558	$32,802	$32,802	$30,586	-7%
Internal Service Charges	$8,129	$8,340	$8,340	$7,818	-6%
Work Order Credits		($120,686)	($120,686)	($243,090)	101%
Total - City Attorney	**$5,849,012**	**$2,839,684**	**$2,958,342**	**$2,884,723**	**2%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Attorney	28	26	27	27	4%
Total -City Attorney	**28**	**26**	**27**	**27**	**4%**

CITY CLERK'S DEPARTMENT

Pam Hanna

Mission Statement:
To constantly maintain superior service to the citizens, elected officials and staff by providing an accurate and current legislative record including the Glendale City Code Book; a comprehensive and accessible records management system; a responsible and effective public notification program; an impartial and efficient municipal election, campaign finance, and redistricting process and other public services such as processing public record requests, recording documents, preparing City Council minutes and retaining permanent city records.

Department Description:
The City Clerk's Department informs the public regarding:

- What the city is planning by publishing and posting meeting agendas and public notices to both the official notice board and City Clerk's Internet page.
- The actions taken at public meetings by preparing the minutes of the City Council meetings and making the minutes of all meetings available. All City Council and other city board minutes are posted on the City Clerk's Internet page.

The City Clerk's Department manages:

- The City Charter and Code Book and makes it available in our office and on the Internet so the public can research and know the laws, processes and regulations of the city. The City Clerk's staff responds to inquiries regarding public notices, minutes, agendas, ordinances, resolutions, contracts, elections, charter and code book.
- The city's records management program; staff directs the processing, organizing, and storing of all the records. The Records Center is where thousands of records are stored, scanned and/or microfilmed. Public records are made available upon request.

The City Clerk's Department plans and conducts municipal elections protecting our citizens' right to participate in municipal government. Voter outreach is conducted through in person voter registration and permanent early voter events. Permanent early voting is emphasized for two reasons – it makes voting easier for citizens and voter turnout increases. Voters are also educated about city elections using the webpage, legal notices and press releases to the media. Assistance is also offered to citizens who may wish to run for office.

FISCAL YEAR 2012

GOALS	
Goal	Successful completion of city charter. State and federal statutes mandate redistricting of the existing six council districts to reflect changes in population and demographics pursuant to the 2010 Decennial Census.
Related Council Goal	One community with high quality services for citizens.

Activities	Coordination of interdepartmental Redistricting Committee; coordination of consultants activities; data collection/analysis; development of data base/mapping; scheduling/hosting public meetings; development/ execution of Internet page and citizen outreach plan, and managing submittal process to Maricopa County/Justice Department.
Expected Outcomes (Perf. Measures)	City Council and Justice Department approval of 2011 City of Glendale Redistricting Proposal.
Time Commitment	Anticipated daily time commitment for six months is anticipated as follows: 50% or more for City Clerk; 45% Deputy City Clerk; 35% for Record Supervisor; 20% Management Aide and 6 hours monthly for each of the seven interdepartmental members of the Redistricting Committee.
Expected Challenges	The greatest challenges are the time constraints imposed by the Oct. 1, 2011 submittal deadline to the Justice Department and Maricopa County; this complex process involves input from citizens, city officials, key staff, as well as mandated legal requirements and public meetings.
Goal	Completion of Parks and Recreation Department Pilot Project group that is conducting an electronic purging of expired documents according to the city's retention schedules. The goal of this endeavor is to create a reproducible manual that can be used to conduct electronic purges of department files on a regular basis. The long-term goal is to hold an annual Electronic Records Purge Day.
Related Council Goal	One community with high quality services for citizens.
Activities	A step-by-step electronic purging process is being developed and implemented within the City Clerk's Department. This electronic purging process will be documented and is the basis of a pilot project in the Parks and Recreation Administration Division. Eligible documents will be identified per the retention schedule. The records will be documented and then electronically purged.
Expected Outcomes (Perf. Measures)	This pilot project will demonstrate how a reduction in expired documents can measurably replenish server space and reduce organizational costs, as well as save employee time when searching for information.
Time Commitment	The pilot project will include training, electronic document identification, and documentation of documents purged. Time spent will be intermittent for three staff members and it is anticipated that it will be completed in a six month timeframe. Additional projects will follow in other departments.

Expected Challenges	The expected challenges are scheduling the time necessary and ensuring all steps are completed.

FISCAL YEAR 2011

Area of Innovation:

- Searching capabilities were improved by adding an additional field to the electronic record management contract index. Due to the increasing number of requests for contracts and additional questions about the City Council meeting approval dates, the contract process was modified to include this information as an ongoing searchable field at no additional cost to the city.

Accomplishments:

- Updated the City Clerk Services Manual. The manual is an aid to employees of other departments doing business with the City Clerk's Department; training on City Clerk's Services held with the objective of the familiarizing employees with our processes, the services manual, and to answer specific questions.
- The 2010 Primary and General Elections were completed, with the approval of the Canvass of Votes by the City Council. Election process includes a myriad of legal, managerial, and intergovernmental processes.
- Purge Day was held in January, partnering with Field Operations, Landfill, Material Recovery Facility and Materials Controls. The City Clerk's Department and 26 departments purged 459 banker boxes or 84 recycle cans, resulting in 17,300 pounds of recycled paper.

GOAL UPDATES	
Goal	Plan and initiate voter outreach events.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, with events occurring in August 2010 at Freshman Orientation Day at ASU West; March 2011 at the Green Festival at the Main Library; April 2011 at the International Festival at Glendale Community College and West CultureFest at ASU West.
What were the Performance Measures?	All voter outreach events were located within the city hosting regional events held during peak time such as weekend or evening for greatest potential contact; support by three volunteers from the Mayor's Youth Advisory Commission and two volunteers from local colleges/universities.
Obstacles/Challenges	Events were held on nights and weekends and it was a challenge to hold more due to limited staff availability at these times.

Goal	Plan and conduct records management classes for the organization.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. Two classes were held, one focused on records management and one City Clerk Services class conducted for the organization.
What were the Performance Measures?	Classes were interactive with questions and discussion. The Records Management Class had 17 participants from 12 departments. The City Clerk Services Class had 53 participants from 19 departments.
Obstacles/Challenges	Due to limited staff time and conflicting meeting times, lower attendance was noticed at these classes.

FISCAL YEAR 2010

Area of Innovation:

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

Accomplishments:

- City Court scanning project resulted in over 8000 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.

City of Glendale
Budget Summary by Department

City Clerk

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Clerk	$379,779	$397,551	$397,551	$372,249	-6%
(1000) Elections	$1,499	$137,723	$55,108	$111,556	-19%
(1000) Records Management	$143,981	$140,727	$140,727	$134,634	-4%
Total - City Clerk	**$525,259**	**$676,001**	**$593,386**	**$618,439**	**-9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$450,997	$492,954	$492,954	$488,853	-1%
Supplies and Contracts	$57,149	$194,196	$111,581	$166,092	-14%
Internal Premiums	$12,849	$10,862	$10,862	$9,139	-16%
Internal Service Charges	$4,264	$3,427	$3,427	$3,203	-7%
Work Order Credits		($25,438)	($25,438)	($48,848)	92%
Total - City Clerk	**$525,259**	**$676,001**	**$593,386**	**$618,439**	**-9%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Clerk	4	4	4	4	0%
(1000) Records Management	2	2	2	2	0%
Total -City Clerk	**6**	**6**	**6**	**6**	**0%**

CITY COURT

Judge Finn

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

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. The court has the authority to issue search warrants for misdemeanors and felonies. Glendale City Court collaborates with numerous internal and external justice and community agencies to develop and implement programs to reduce recidivism and promote safe communities. Approximately 120,000 customers enter the court each year to conduct business.

FISCAL YEAR 2012

GOALS	
Goal	Continue to process and adjudicate cases in accordance with state statutes, rules of the Supreme Court and the US Constitution, while maintaining superior customer service.
Related Council Goal	One community with high quality services for citizens.
Activities	Compile a monthly DUI case aging report to monitor adjudication status. Continually review docket settings to insure sufficient trial and pre trial conference calendar volume levels are maintained.
Expected Outcomes (Perf. Measures)	No backlog observed on court calendared cases. Individual case terminations will continue to exceed case filings.
Time Commitment	This is an ongoing goal requiring daily review by court operations managers and staff as they prepare and disseminate all courtroom calendars.
Expected Challenges	The court strives to maintain high efficiency levels in all business practices despite decreasing staffing levels.
Goal	Develop additional electronic court forms to reduce costs and maximize staffing resources.
Related Council Goal	One community that is fiscally sound.
Activities	Use information technology solutions to create new electronic forms and improve existing forms.
Expected Outcomes (Perf. Measures)	Decreased duplicating costs.

Time Commitment	This is an ongoing activity involving review and implementation by court administration and the court's Systems Analyst.
Expected Challenges	Extensive training on new forms will be conducted with all court clerks to alleviate apprehension and uncertainty with associated changes in policies and procedures.

FISCAL YEAR 2011

Area of Innovation:

- Glendale City Court has increased the flexibility, frequency, and cost effectiveness of training its staff to meet annual judicial education requirements mandated by the Supreme Court. The court's Training Coordinator organized a Faculty Skills Development (FSD) Training Team to conduct in-house training courses on a variety of judicial education topics. The FSD Training Team offers at least one training class per month to staff to supplement the court's ongoing training calendar. During 2010, the Training Coordinator accredited 74 different classes, e-learning opportunities and independent learning modules including 29 on-site courses. Adding to its menu of training opportunities, Glendale City Court serves as a satellite receptor site for statewide broadcast events sponsored by the Arizona Supreme Court and other entities.

Accomplishments:

- Arizona law enables misdemeanant domestic violence offenders with one prior conviction to be placed on felony-level supervision offered by the Maricopa County Adult Probation Department. In Glendale City Court, a caseload of such defendants is actively supervised in the community by a specialized domestic violence probation officer/surveillance officer team. In late 2010 this probation team assisted the court in developing a monthly review calendar for all second-offense domestic violence offenders. These individuals are summoned to Court for a formal review of their compliance status toward counseling orders and financial sanctions. Noncompliant defendants face added punishment, such as community service and/or incarceration. Since this process was implemented, probation officers report that defendants are more actively engaged in complying with the conditions of their probation directives.
- Glendale's Treatment Court Program for DUI and domestic violence defendants recorded its 5,000th successful graduate this year. For six years, this specialized court has insured offender accountability through frequent judicial oversight and close monitoring of sentencing conditions. Looking forward through fiscal years 2011 and 2012, the court will phase out all DUI cases from the Treatment Court program and instead closely monitor these cases under separate review hearings. The result will be a specialized Treatment Court dedicated solely to monitoring domestic violence defendants. A recent court study on program outcomes and effectiveness of Treatment Court helped initiate this change, which will lead to better allocation of court staffing resources. Treatment Court is a past recipient of the Arizona Supreme Court's "Justice for a Better Arizona" Achievement Award.

GOAL UPDATES	
Goal	Increase defendant compliance rates with court financial obligations.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	An automated financial contracts module has been designed and deployed through the Court's AZTEC Wizard case management system. Phone calls to defendants are now triggered after the first missed payment. The contracts module is saving staff time through reduced direct contact with the public.
What were the Performance Measures?	Implemented new fines collection strategies to increase defendant compliance.
Obstacles/Challenges	Comprehensive training and project updates were necessary to insure staff was comfortable with new business practices. Sufficient staffing levels are directly correlated to effectively processing the volume of revenue-generating phone calls arising from the new contracts module. However, reduced staffing levels have accompanied deployment of the contracts module.
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.
Was the goal met?	• Jail Court calendaring modifications allowed the elimination of inmate transportation to Jail Court each Thursday morning, which achieves direct cost savings for the Police Department's prisoner maintenance budget. • The Court Jail Efficiencies Committee worked with the City Prosecutors Office to recommend changes in custody policies to save additional jail costs. When automated detention databases reveal a Glendale inmate is also being held in custody from another jurisdiction, that defendant is now released on their own recognizance to insure Glendale does not incur the incarceration costs. The defendant remains in custody on the alternate jurisdiction's charge. Since June 2010, bookings of 83 Glendale defendants were avoided due to custody holds from other jurisdictions. Had these defendants been booked, a minimum of $15,600 in costs would have been incurred for the first jail day alone. • Jail expenditures paid by the Glendale Police Department to the Maricopa County Sheriff's Office were reduced by more than $214,000 between fiscal years 2009 and 2010, in part due to the work of the Court Jail Efficiencies Committee.

	• Home detention with electronic monitoring and random alcohol testing continues to provide substantial cost savings. During 2010, 305 defendants successfully completed their home detention sentencing requirements for a total of 9,069 days of electronic monitoring in lieu of incarceration. Had these 9,069 days been spent in jail, more than $667,000 would have been incurred in jail costs. All defendants are carefully screened to preclude home detention participation by violent offenders.
What were the Performance Measures?	Reduced jail court operational costs for the city of Glendale.
Obstacles/Challenges	Proposed legislative bills on home detention require close monitoring for potential impacts on court and detention operations.

FISCAL YEAR 2010

Area of Innovation:

- Glendale City Court collaborated 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 committed to 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 administration 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.

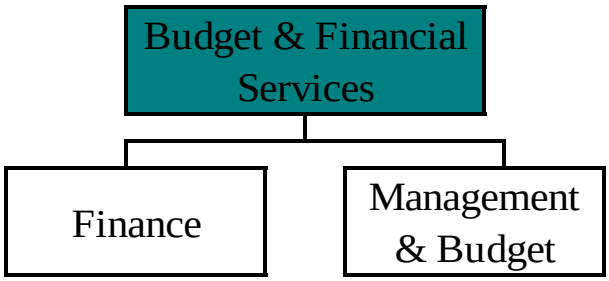
City of Glendale
Budget Summary by Department

City Court

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Court	$3,868,393	$3,578,010	$3,578,010	$3,387,792	-5%
(1240) Court Security	$267,285	$393,300	$278,500	$398,469	1%
(1240) Court Time Payments	$23,659	$127,394	$93,765	$128,391	1%
(1240) Fill the Gap	$58,840	$57,000	$9,000	$57,000	0%
Total - City Court	**$4,218,177**	**$4,155,704**	**$3,959,275**	**$3,971,652**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$3,512,619	$3,682,198	$3,682,198	$3,492,263	-5%
Supplies and Contracts	$636,928	$552,826	$355,850	$682,441	23%
Internal Premiums	$31,524	$31,940	$31,940	$30,163	-6%
Internal Service Charges	$37,106	$57,251	$57,798	$43,079	-25%
Work Order Credits		($168,511)	($168,511)	($276,294)	64%
Total - City Court	**$4,218,177**	**$4,155,704**	**$3,959,275**	**$3,971,652**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Court	48	42.75	40.75	40.75	-5%
(1240) Court Security	1	1	1	1	0%
(1240) Court Time Payments		1	1	1	0%
Total -City Court	**49**	**44.75**	**42.75**	**42.75**	**-4%**



FINANCE

Diane Goke

Mission Statement:
The Finance Department's mission is to provide responsible financial management and exemplary customer services with integrity.

Department Description:
The Finance Department's main responsibilities are debt management, banking services, investment management, and financial analysis for the city. Finance also provides financial information to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council. The Accounting Services Division prepares external financial reports, manages the city payroll process, pays vendors, and provides financial management consulting to departments. The License/Collection Division administers the sales tax code to ensure compliance and is responsible for the collection of accounts receivable. The Customer Service Office bill customers for utility services, processes cash receipts and provides overall customer service to citizens.

FISCAL YEAR 2012

GOALS	
Goal	Eliminate routine paper checks.
Related Council Goal	One community that is fiscally sound.
Activities	Promote and advocate the benefits of e-payments, electronically paid payroll.
Expected Outcomes (Perf. Measures)	Direct measure in staff hours used to print, fold, stuff, dispense, mail and follow-up on paper checks. Measurement in cost savings of postage, envelops, check forms, and banking hours spent on reconciliation of payroll checks.
Time Commitment	This goal could be implemented within a few months.

Expected Challenges	If not mandated by management the process will be difficult to achieve. Those employees that currently remain on paper checks are those most resistant to utilizing other methods of receiving their paychecks.
Goal	Implement an automated sales tax filing process that is available online.
Related Council Goal	One community that is fiscally sound.
Activities	Implement an electronic sales tax system, set up taxpayer registration and log-in, publicize the service and engage in other taxpayer education efforts.
Expected Outcomes (Perf. Measures)	Reduced volume of mail, walk-in customers and number of sales tax returns and payments processed manually.
Time Commitment	The goal requires an ongoing effort, but the first year will focus on attaining 25% of taxpayer participation.
Expected Challenges	Earning taxpayer trust and willingness to participate; unforeseen technical issues that come with electronic system implementations.
Goal	Transition outlying departments to a more self-sufficient centralized cashiering process.
Related Council Goal	One community that is fiscally sound.
Activities	Create and promote a pilot program of one outlying department recording their deposits via central cashier system.
Expected Outcomes (Perf. Measures)	Pilot department will enter daily receipts saving transportation time of paperwork to city hall.
Time Commitment	Six months.
Expected Challenges	Training resources and time due to limited staff.

FISCAL YEAR 2011

Area of Innovation:

- Due to enhanced functionality in the cities new municipal billing system, customers' final bills are processed at an expedited rate enabling them to receive their deposit refund weeks earlier compared to the cities previous municipal billing system.

Accomplishments:

- On February 7, 2011 the Sales Tax Division implemented a new sales tax system-"Tax Mantra." Tax Mantra provides effective, flexible management of the city's current and

future tax and licensing needs. Special features include E-Tax an electronic online tax return service for customer, and I-Capture which takes a visual scan of information and converts it into electronic data. Benefits of Tax Mantra include: integration of e-commerce capabilities like online license applications, online tax return filing, customer account detail self-management, and online tax return payments. Tax Mantra also allows for payments of other system balances, dynamic query and reporting capabilities for management, integration with other city database systems, daily postings to the general ledger, data mining capabilities, document management and ADA compliance.

- Successfully cross trained Accounts Payable and Cashiering staff so they have the skills and knowledge to be utilized at high peak times between the two business units. High peak times constitute heavy lobby traffic in the customer service lobby and/or Lockbox for Utility and Sales Tax payments. High peak times in the accounts payable constitute seasonal peak periods during fiscal year end and annual reporting in January.

GOAL UPDATES	
Goal	Compile financial information to produce an approved Comprehensive Annual Financial Report (CAFR).
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Goal was met.
What were the Performance Measures?	City received the GFOA Certificate of Achievement.
Obstacles/Challenges	Implementing the Governmental Accounting Standards Board's new pronouncements for accounting for intangible assets.
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.
Was the goal met?	On track to meeting the goal by fiscal year end 6/30/2011.
What were the Performance Measures?	Completion of an implementation plan that meets or exceeds the GASB standards.
Obstacles/Challenges	None.

FISCAL YEAR 2010

Area of Innovation:

- The Accounting Services 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 financial 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.

City of Glendale
Budget Summary by Department

Finance

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Accounting Services	$865,271	$912,836	$912,836	$848,492	-7%
(1000) Finance Administration	$497,667	$394,610	$498,438	$531,275	35%
(1000) L.I.D. Administration	$0	$9,000	$9,000	$0	-100%
(1000) License/Collection	$869,194	$805,900	$805,900	$665,368	-17%
(1282) Arena Management Fee	$0	$0	$0	$20,000,000	NA
(1780) Arena Renewal and Replacement	$332,000	$550,000	$550,000	$550,000	0%
(1790) AZSTA - Stadium Tax Refund	$1,627,000	$1,700,000	$1,700,000	$1,745,900	3%
(2360) Customer Service Office	$2,318,790	$2,659,473	$2,598,968	$2,963,088	11%
Total - Finance	**$6,509,922**	**$7,031,819**	**$7,075,142**	**$27,304,123**	**288%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$3,799,768	$4,100,628	$4,205,456	$4,111,403	0%
Supplies and Contracts	$2,736,431	$3,092,321	$3,030,816	$23,393,660	657%
Internal Premiums	$67,926	$74,922	$74,922	$87,901	17%
Internal Service Charges	$32,466	$49,107	$49,107	$37,418	-24%
Work Order Credits	($126,669)	($285,159)	($285,159)	($326,259)	14%
Total - Finance	**$6,509,922**	**$7,031,819**	**$7,075,142**	**$27,304,123**	**288%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Accounting Services	19	16	15	15	-6%
(1000) Finance Administration	8	4	6	6	50%
(1000) License/Collection	11	8.5	7	7	-18%
(2360) Customer Service Office	35.5	35.5	35.5	35.5	0%
Total -Finance	**73.5**	**64**	**63.5**	**63.5**	**-1%**

City of Glendale
Budget Summary by Department

Lease Pmts/OtherFees

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) 1000 Advisor Fees	$85,568	$129,687	$129,687	$90,000	-31%
(1000) Lease Payments	$1,717,724	$4,236,574	$4,236,574	$403,075	-90%
(1000) Merchant Fees	$259,910	$160,000	$160,000	$199,687	25%
(1980) 1980 Advisor Fees	$1,599	$6,066	$6,066	$6,066	0%
(2000) 2000 Advisor Fees	$0	$1,030	$1,030	$1,030	0%
(2040) 2040 Advisor Fees	$1,219	$2,000	$2,000	$2,000	0%
(2060) 2060 Advisor Fees	$430	$6,857	$6,857	$6,857	0%
(2080) 2080 Advisor Fees	$324	$2,000	$2,000	$2,000	0%
(2100) 2100 Advisor Fees	$290	$2,000	$2,000	$2,000	0%
(2180) 2180 Advisor Fees	$4,484	$5,213	$5,213	$5,213	0%
(2210) 2210 Advisor Fees	$10,756	$13,568	$13,568	$13,568	0%
(2360) 2360 Advisor Fees	$1,410	$3,289	$3,289	$3,289	0%
(2400) 2400 Advisor Fees	$3,075	$17,222	$4,722	$17,222	0%
(2420) 2420 Advisor Fees	$824	$17,514	$5,014	$17,514	0%
Total - Lease Pmts/OtherFees	**$2,087,613**	**$4,603,020**	**$4,578,020**	**$769,521**	**-83%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Supplies and Contracts	$2,087,613	$4,603,020	$4,578,020	$769,521	-83%
Total - Lease Pmts/OtherFees	**$2,087,613**	**$4,603,020**	**$4,578,020**	**$769,521**	**-83%**

MANAGEMENT & BUDGET

Sherry Schurhammer

Mission Statement:

Management and Budget helps the city to accomplish its financial management objectives by:

- promoting integrity and public accountability in the budget planning and implementation process;
- increasing public trust in the city's fiscal planning and implementation efforts 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.

Department Description:

The Management and Budget Department provides internal budget guidance and support services to all of the 34 departments within the city. Budget spearheads the budget planning and implementation process for the city as a whole, presents budget related information to the public in a clear and understandable way, and provides professional expertise to Mayor and Council on financial management decisions. The department provides citizens with information that is key to understanding the goals and priorities of the city.

FISCAL YEAR 2012

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 the annual Council workshop materials relating to the 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. • Maintain an open and responsive relationship with management, Council, and departments in order to anticipate information needs.

Expected Outcomes (Perf. Measures)	• Monthly expenditure and revenue reports are evaluated and follow up with departments occurs as needed. The FY 2012 operating and capital budgets and quarterly reports to Mayor and Council presented accurately and in a timely manner. • Positive recognition from GFOA on annual budget book.
Time Commitment	This goal reflects an ongoing time commitment from the Management and Budget department. Preparation of budget information is a consistent requirement of this department.
Expected Challenges	Interpreting and presenting budget information in a way that is understandable can be challenging especially when dealing with complex budgetary issues.
Goal	Leverage software technology systems that minimize manual processes, improve the accuracy and breadth of data collected, and enhance the evaluation and analysis of budget related data.
Related Council Goal	One community that is fiscally sound.
Activities	• Participate in the HRMS implementation and testing project scheduled for FY 2012 with an emphasis of improving the salary forecasting data used for the salary forecast model. • Continue participating on the core team for TALIS (the new sales tax and license software system) implementation to ensure the integrity of newly developed sales tax revenue reports as further system enhancements are implemented. The new sales tax revenue reports are expected to improve significantly the breadth of data collected and analyzed for comparing revenue performance to the budget as well as revenue forecasts. • Continue exploring and implementing improvements to the Business Intelligence (BI) system to enhance the budget to actual reports that departments use. • Work with departments to explore technology- based solutions to eliminate shadow systems and improve the analysis of budget related data.
Expected Outcomes (Perf. Measures)	• Minimize “shadow systems” used for budget data in city departments. • Minimize manual processes and reduce potential errors due to the multiple entry of data or missing data. • Enhance the capabilities of software technology systems

	to improve the evaluation and analysis of budget-related data.
Time Commitment	This goal reflects an ongoing time commitment from the Management and Budget Department.
Expected Challenges	Limited resources, implementation challenges, and unforeseen impacts all present potential challenges.

FISCAL YEAR 2011

Area of Innovation:

- Cross trained two individuals in Management and Budget to assist the Finance department during the department's off peak time. These staff members specifically focused on analysis related to a residential rental canvas of the city. This creative use of staff helped mitigate reduced staffing levels in Finance, provided development opportunities for Management and Budget staff and generated $15,318 of residential rental tax bills that were past due. It also created a potential future rental tax of $7,003 annually from the 25 audited rental properties.
- Created enhanced BI reports for expenditure to budget data that improves the evaluation and analytic tools for departments across the city. This innovation allows departments to drill down into expenditure data details immediately as opposed to opening a new screen and sifting through volumes of data to see their particular expenditure details. This enhancement has made it much easier for departments to view and analyze their expenditure and budget data.

Accomplishments:

- Received the GFOA Distinguished Budget Award for the FY 2011 budget document by achieving the highest rating in accordance with award criteria. Received outstanding ratings from GFOA for sections within the budget document related to the book as a policy document, a financial plan, an operations guide and a communications device.

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.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	• Monthly expenditure and revenue reports were consistently completed in a timely and accurate manner. • The FY 2011 recommended operating and capital budgets and quarterly reports to Mayor and Council were presented accurately and in a timely manner.

	• The FY 2011 annual budget book received the GFOA's Distinguished Budget Presentation Award.
Obstacles/Challenges	None.

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.

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.

City of Glendale
Budget Summary by Department

Management & Budget

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Budget & Research	$636,466	$646,768	$646,768	$622,329	-4%
(1000) Grants Administration	$142,038	$65,164	$65,164	$58,653	-10%
(1840) Grant Match Funds - Mgt & Bdgt	$57,271	$0	$0	$0	NA
Total - Management & Budget	**$835,775**	**$711,932**	**$711,932**	**$680,982**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$755,673	$709,218	$709,218	$721,164	2%
Supplies and Contracts	$66,664	$28,206	$28,206	$22,037	-22%
Internal Premiums	$10,703	$7,539	$7,539	$7,066	-6%
Internal Service Charges	$2,735	$4,936	$4,936	$4,700	-5%
Work Order Credits		($37,967)	($37,967)	($73,985)	95%
Total - Management & Budget	**$835,775**	**$711,932**	**$711,932**	**$680,982**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Budget & Research	6	6	6	6	0%
(1000) Grants Administration	1.5	1	1	1	0%
Total -Management & Budget	**7.5**	**7**	**7**	**7**	**0%**

City of Glendale
Budget Summary by Department

Grants

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1840) DV Pilot Project Grant	$161,630	$66,606	$66,606	$68,219	2%
(1840) Miscellaneous Grants	$596,802	$7,274,833	$5,490,730	$8,626,542	19%
(1842) ARWRF Facility UV System Imp	$0	$986,000	$180,000	$806,000	-18%
(1842) Build Safe Engy Prog Enhance	$0	$35,000	$2,401	$87,599	150%
(1842) Energy Matters Public Educat	$731	$172,519	$8,882	$162,906	-6%
(1842) Main Library Lighting	$0	$431,831	$295,000	$136,831	-68%
(1842) Program Manager	$2,813	$234,150	$13,311	$218,026	-7%
(1842) Public Safety/Court Lighting	$0	$88,000	$56,000	$32,000	-64%
(1842) Sports Courts Lighting Retrofi	$0	$140,000	$65,000	$75,000	-46%
(1842) Traffic Signal LED Conversion	$41,210	$84,000	$0	$42,790	-49%
(1842) WebPortal	$0	$55,000	$0	$0	-100%
(1842) Well 43 Variable Drive Retrofi	$0	$97,500	$22,500	$75,000	-23%
Total - Grants	**$803,186**	**$9,665,439**	**$6,200,430**	**$10,330,913**	**7%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$132,506	$489,441	$220,712	$466,844	-5%
Supplies and Contracts	$671,018	$9,178,983	$5,982,703	$9,865,570	7%
Work Order Credits	($338)	($2,985)	($2,985)	($1,501)	-50%
Total - Grants	**$803,186**	**$9,665,439**	**$6,200,430**	**$10,330,913**	**7%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1840) DV Pilot Project Grant	1	1	1	1	0%
Total -Grants	**1**	**1**	**1**	**1**	**0%**

CITY MANAGER'S OFFICE

Ed Beasley

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.

Department Description:
The City Manager's Office is responsible for seeking policy direction from Council and preparing recommendations for Council action in accordance with established strategic goals and key objectives; ensuring effective and efficient internal operations citywide; and establishing value-added programs and services for the citizens of Glendale.

FISCAL YEAR 2012

GOALS	
Goal	Expand the INNOVATE program to include community outreach and communication, integration of technology, and continued employee education on LEAN methodology.
Related Council Goal	One community with high quality services for citizens.
Activities	• Continue utilizing Glendale University as a channel for communicating about INNOVATE. • Create a public access Internet page with INNOVATE information. • Utilize LEAN events to examine processes prior to implementation of new business systems citywide. • Continue to conduct annual recruitment and training and provide LEAN demonstrations to all departments.
Expected Outcomes (Perf. Measures)	Educate Glendale citizens on the efforts that employees are making to ensure fiscal accountability and sustainability; ensure that funding spent on technology is effective; and ensure that all employees have an understanding of the INNOVATE program and toolkit.
Time Commitment	It is expected that these activities will be completed within the fiscal year.
Expected Challenges	Ensuring appropriate resources are available to devote to these activities and enlisting continued support for the organizational culture change.

Goal	Utilize the INNOVATE program to examine the internal Council Agenda preparation process to create a simplified and more efficient process for departments to submit items for Council agendas; and, decrease the level of difficulty in producing the final agenda.
Related Council Goal	One community with high quality services for citizens.
Activities	• Participate in a LEAN event. • Review and consider INNOVATE team recommendations. • Communicate impacts with affected parties. • Provide appropriate training and implement changes.
Expected Outcomes (Perf. Measures)	• Create a process that reduces the amount of staff time necessary to submit an agenda item to the City Manager's Office. • Eliminate duplication of work. • Reduce the quantity of printed materials necessary in the process. • Improve the quality of the final product for Council and citizens. • Create a simplified process that supports internal cross-training efforts.
Time Commitment	Because this project will impact all departments within the organization, the City Council, and citizens, it is expected to require 4-6 months for complete implementation.
Expected Challenges	Effectively communicating changes to the impacted stakeholders and enlisting their support.

FISCAL YEAR 2011

Area of Innovation:

- Discontinued the practice of numbering Council Agenda items to accommodate the ability to add or remove items as needed without creating the need to re-number all items. This change has provided greater flexibility in the preparation process and reduced the amount of staff time required to accommodate unanticipated changes.

Accomplishments:

- Successfully executed a unique City Council retreat where line level employees made presentations on innovative solutions that have been implemented in their areas. This event was very informative and provided an opportunity to share a story with the City Council and the community about the importance of nurturing an innovative culture, as well as the simplistic nature of finding ways to work smarter and save money.

- Continued to maintain value-added services and amenities for Glendale citizens despite the economic downturn by absorbing internal vacancies, being creative in service delivery, and capitalizing on opportunities to realign resources and services.

GOAL UPDATES	
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.
Was the goal met?	Under the new leadership structure with Chair and Co-Chair positions, the INNOVATE team implemented new program enhancements, recruited and trained new members, planned and coordinated the Council Retreat presentations, and continued to take on several new projects.
What were the Performance Measures?	Implemented five program enhancements, trained 11 new team members, received positive feedback on the Council Retreat presentations, and took on 11 new projects.
Obstacles/Challenges	Retaining INNOVATE team members has been a challenge due to the fact that many employees are absorbing duties of other positions and have found it difficult to remain actively engaged on the team.
Goal	Implement Council policy direction related to protecting and promoting the economic development and vitality of our community and safeguarding current economic investments.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	This is an ongoing goal, staff has worked continuously throughout the year to retain key tenants and bring new tenants to Glendale to support economic vitality.
What were the Performance Measures?	A total of 1,085 new jobs have been located in Glendale through six employer expansion projects and three new business locates.
Obstacles/Challenges	The economic downturn has created challenges as well as ensuring the community has a good understanding of the city's investment in strategic development and the losses that could result if we discontinue pursuing the protection of those investments.

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 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.

City of Glendale
Budget Summary by Department

City Manager

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Manager	$1,072,710	$959,252	$959,252	$895,124	-7%
Total - City Manager	**$1,072,710**	**$959,252**	**$959,252**	**$895,124**	**-7%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$963,793	$852,046	$852,046	$859,242	1%
Supplies and Contracts	$87,854	$138,466	$138,466	$114,574	-17%
Internal Premiums	$8,967	$9,894	$9,894	$7,335	-26%
Internal Service Charges	$4,459	$5,068	$5,068	$2,543	-50%
Operating Capital	$7,637				
Work Order Credits		($46,222)	($46,222)	($88,570)	92%
Total - City Manager	**$1,072,710**	**$959,252**	**$959,252**	**$895,124**	**-7%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Manager	9	7	7	7	0%
Total -City Manager	**9**	**7**	**7**	**7**	**0%**

City of Glendale
Budget Summary by Department

Admin Svcs Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Administration Services Admin.	$443,943	$435,786	$349,858	$152,316	-65%
Total - Admin Svcs Admin.	**$443,943**	**$435,786**	**$349,858**	**$152,316**	**-65%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$436,314	$448,383	$343,555	$144,459	-68%
Supplies and Contracts	$4,837	$7,088	$25,988	$15,453	118%
Internal Premiums	$2,444	$3,316	$3,316	$4,264	29%
Internal Service Charges	$348	$895	$895	$2,645	196%
Work Order Credits		($23,896)	($23,896)	($14,505)	-39%
Total - Admin Svcs Admin.	**$443,943**	**$435,786**	**$349,858**	**$152,316**	**-65%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Administration Services Admin.	4	4	2	2	-50%
Total -Admin Svcs Admin.	**4**	**4**	**2**	**2**	**-50%**

City of Glendale
Budget Summary by Department

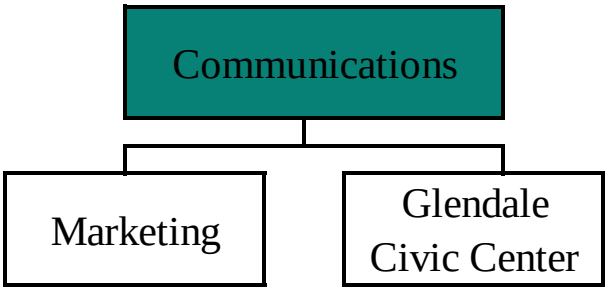
Fac & Fin Mgmt

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Facilities & Financial Mgmt	$221,567	$0	$0	$0	NA
Total - Fac & Fin Mgmt	**$221,567**				

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$213,230				
Supplies and Contracts	$3,398				
Internal Premiums	$2,676				
Internal Service Charges	$2,263				
Total - Fac & Fin Mgmt	**$221,567**				

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Facilities & Financial Mgmt	2				
Total -Fac & Fin Mgmt	**2**				

This department no longer exists and will be published for the final time in the FY 2012 budget book so that historical activity from FY 2010 is correctly reflected.



MARKETING/COMMUNICATIONS

Julie Frisoni

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

Department Description:
The Marketing/Communications Department consists of nine divisions, including the Public Relations Office, Special Events, Tourism and the new Glendale Convention & Visitors Bureau (CVB), Glendale 11, Glendale Media Center Operations, Web Services, Creative Services, Glendale Civic Center and Administration. Marketing/Communications produces and oversees Glendale's print and electronic communications with the public and the media, as well as develops communication strategies and marketing campaigns that enhance the city's image. The city's special events, produced in this department, draw about a half million visitors to downtown Glendale annually.

FISCAL YEAR 2012

GOALS	
Goal	Develop new strategic partnerships that can help cross-promote the city's events and CVB efforts. Potential partners include the Centerline Arts Community; other Valley cities and CVBs; businesses in the Sports & Entertainment District and historic downtown Glendale; Camelback Ranch Glendale; Arrowhead Mall and the education community.
Related Council Goal	One community with quality economic development. One community with high quality services for citizens.
Activities	Partner with other businesses and community groups to raise awareness or increase exposure on city campaigns, events and CVB activities. Use partner databases to reach larger audiences and coordinate joint events.

Expected Outcomes (Perf. Measures)	Additional dollars or in-kind trade from partners for joint events valued at $100,000; three joint familiarization media tours in support of tourism; at least five regional stories in the Arizona Republic for increased exposure.
Time Commitment	This is an ongoing effort of the Public Relations Office, CVB and Special Events; staff is committed to daily outreach.
Expected Challenges	Coverage in some travel publications involve high expenses - a partnership can leverage some of these costs. City use of partners' databases or social media could be limited.
Goal	Attracting new events to the area is a high priority goal for the Office of Special Events this year.
Related Council Goal	One community with a vibrant city center. One community with high quality services for citizens.
Activities	These efforts require event research not only of the other cities, facilities and promoters in the region, but also of cities elsewhere in the state and country. We are looking to find events and activities that have the potential to be successful in such areas as the Historic Downtown, Westgate City Center and Camelback Ranch Glendale. We are also looking for promoters who are having success elsewhere with a particular format or event program that would consider relocating or adding one of their event productions to Glendale.
Expected Outcomes (Perf. Measures)	The goal is attracting at least three new events to the city this year.
Time Commitment	At least two staff members will devote several hours weekly researching events and outreach to promoters.
Expected Challenges	We compete with other locations, cities and facilities everyday to become the preferred site and/or partner in hosting new or relocated events in our city. Challenges include the limited budgets of festival producers and less willingness to expand events to new locations.

FISCAL YEAR 2011

Area of Innovation:

- A paid parking program was initiated for the first time at the two downtown garages during Glendale festivals. This process was conceptualized from an idea generated by the Marketing Department to generate revenue for the city's General Fund and implemented by the Office of Special Events.

- The department continues to expand the use of digital and social media in a variety of ways. Examples include the CVB use of Twitter and Facebook, downloadable brochures, e-newsletters and collateral; Glendale 11's establishment of a secure online File Transfer Protocol site that allows media and clients to download video material 24/7 via a digital address provided by the city at minimal cost, and the Web Division's use of special url's that enable more accurate tracking of online advertising performance without paying for additional statistical reporting.

Accomplishments:

- The Marketing Department leveraged the 2011 Bowl Games for $2.2 million worth of local, regional and national media coverage on a budget of $7,500.
- Glendale's signature events won 6 national awards from the International Festivals and Events Association for Special Events and Glendale 11 programming. These awards are the highest recognition in festivals around the world, competing against such events as the Rose Bowl and the Kentucky Derby.
- Glendale 11 and the web team developed a special live streaming video feed of the BCS championship game day, the Glitter & Glow Festival and the Chocolate Affaire; this allowed anyone with access to the Internet to click on what's happening in Glendale to see live video of these special events.

GOAL UPDATES	
Goal	Transition the Glendale Visitors Center into a new Glendale CVB to enhance tourism marketing efforts.
Related Council Goal	One community with quality economic development.
Was the goal met?	The transition formally took place on July 1, 2010.
What were the Performance Measures?	The Glendale CVB membership drive is underway and on track with a goal of 100 members for the first year.
Obstacles/Challenges	The tight economy has business and CVB partners also facing limited budgets.
Goal	Develop partnerships with businesses to maintain the quality of city festivals.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	The Office of Special Events has established new partnerships with businesses such as ABC15, Bookmans, Music & Arts and Arizona Catering which have increased publicity, advertising and exposure, as well as enhanced our programming and onsite interactive offerings to attendees and the city's attractiveness as a festival destination.
What were the Performance Measures?	Special Events increased the dollar value of the TV promotional schedule and the TV website value; included live studio interview segments before every event; planned remote weather broadcasts at each event and greatly enhanced publicity from the new TV partner

	ABC15. The division also procured new budget relieving trade support from Music & Arts on sheet music and related items; new budget relieving programming and kids craft support from Bookmans and a new cooking demonstration program from Arizona Catering at the Civic Center was provided at no cost to the department.
Obstacles/Challenges	Although many businesses are reticent to take on new marketing costs, which can provide the department with budget relief, the department was fortunate in what it was able to accomplish this year. The department feels strongly that this is due in great part to the city of Glendale's reputation as a major festival producer. This, combined with a strong history of attendance while providing great marketing value via community relations and branding exposure, is still a strong incentive for some of these partners to work with city 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 most-attended, highest-grossing entertainment event in the history of University of Phoenix Stadium. The event attracted 72,219 fans, about 1,000 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 six 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.

City of Glendale
Budget Summary by Department

Marketing and Comm.

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Audio/Visual	$0	$208,812	$211,414	$188,922	-10%
(1000) Cable Communications	$716,250	$707,169	$707,169	$666,655	-6%
(1000) City-Wide Special Events	$310,474	$304,676	$304,676	$277,840	-9%
(1000) Marketing	$1,053,346	$934,636	$987,264	$853,849	-9%
(1000) Special Events Prod. Support	$40,481	$0	$0	$0	NA
(1000) Tourism	$420,205	$335,747	$283,119	$215,385	-36%
(1281) Mkt'g - Stadium Events	$166,668	$106,500	$106,500	$106,500	0%
(1870) Audio/Visual - Self Sust.	$0	$31,118	$31,118	$0	-100%
(1870) Chocolate Affaire	$110,987	$104,000	$104,000	$104,000	0%
(1870) Convention & Visitors Bureau	$0	$30,000	$30,000	$30,000	0%
(1870) Enchanted Evening	$81,280	$44,700	$44,700	$75,818	70%
(1870) Glitter and Glow	$83,263	$95,500	$45,500	$94,000	-2%
(1870) Glitter Spectacular	$120,397	$99,000	$99,000	$99,000	0%
(1870) Glitters Light	$152,000	$155,798	$155,798	$155,798	0%
(1870) Jazz Festival	$183,231	$158,000	$158,000	$158,000	0%
(1870) Other Special Events	$127,405	$30,000	$30,000	$30,000	0%
(1870) Summer Band	$1,506	$0	$1,500	$1,500	NA
(1870) Tourism - Souvenir Program	$2,967	$5,000	$5,000	$5,000	0%
Total - Marketing and Comm.	**$3,570,460**	**$3,350,656**	**$3,304,758**	**$3,062,267**	**-9%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$2,211,254	$2,384,707	$2,382,732	$2,200,166	-8%
Supplies and Contracts	$1,230,746	$941,322	$892,797	$941,230	0%
Internal Premiums	$82,621	$135,168	$135,168	$117,038	-13%
Internal Service Charges	$45,839	$14,081	$18,683	$16,300	16%
Work Order Credits		($124,622)	($124,622)	($212,467)	70%
Total - Marketing and Comm.	**$3,570,460**	**$3,350,656**	**$3,304,758**	**$3,062,267**	**-9%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Audio/Visual		2	2	2	0%
(1000) Cable Communications	7	7	7	7	0%
(1000) City-Wide Special Events	4	4	3.75	3.75	-6%
(1000) Marketing	14	10	10	10	0%
(1000) Tourism	3.5	3.5	2.5	2.5	-29%
Total -Marketing and Comm.	**28.5**	**26.5**	**25.25**	**25.25**	**-5%**

GLENDALE CIVIC CENTER

Julie Frisoni

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

Department Description:
The Glendale Civic Center provides top-quality meeting, event, banquet facilities and services for Glendale's growing population and the entire West Valley.

Located in historic Downtown Glendale, the Civic Center has served more than one million attendees since our opening. The Civic Center fulfills its mission by providing superb guest services, products and facilities. In addition, the Civic Center maintains a high degree of fiscal responsibility that benefits not only the city, but the entire community.

FISCAL YEAR 2012

GOALS	
Goal	Increase facility usage and revenue at the Glendale Civic Center.
Related Council Goal	One community that is fiscally sound. One community with 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. The Center will continue with our new e-blasts on a bimonthly basis to advertise specials and increase market awareness. Increase involvement with the Convention and Visitors Bureau and the Glendale Chamber of Commerce. Increase marketing opportunities by working with the Civic Center's new caterer for in-house client receptions and other potential marketing and advertising sources.
Expected Outcomes (Perf. Measures)	Increase facility usage by 2% and increase the Civic Center's revenue production by 3% over FY 2011.
Time Commitment	This goal will be achieved through the efforts of the Civic Center staff throughout the fiscal year. This is a daily function of Civic Center staff and will be worked on accordingly.
Expected Challenges	Economy-related issues, especially in the hospitality industry, have been challenging. The Civic Center staff will assess market trends and adjust efforts accordingly.

Goal	The Civic Center has two revenue opportunities through technology services. The Audio/Visual (A/V) Division is now positioned to be a full time in-house audio team for all clients. This will assist clients with all A/V needs, create revenue and make the Civic Center a one-stop shop for rental needs. The second revenue opportunity is to use newly installed electronic reader boards to sell advertising. These high quality television monitors are located in public areas of the facility. They are viewed as directional signage and have the capability to offer advertising as well. We will promote this capability to local downtown businesses. Advertisers taking advantage of the opportunity will be showcased to attendees during Civic Center events throughout the year.
Related Council Goal	One community that is fiscally sound.
Activities	Working to expand menu items of A/V services for clients. Also, work with the Convention and Visitors Bureau to create an advertising program to sell the new electronic reader boards.
Expected Outcomes (Perf. Measures)	By the end of the fiscal year, we look to the A/V Division to increase revenue by 20% from the previous year. For the electronic reader boards, we aim to solicit, at minimum, 15 downtown merchants to purchase the new advertising opportunity.
Time Commitment	This goal will be achieved through the efforts of the Civic Center staff in conjunction with the Convention and Visitors Bureau throughout the fiscal year.
Expected Challenges	As with the entire business community, market conditions will affect the success of this goal.

FISCAL YEAR 2011

Area of Innovation:

- Due to the downturn in the economy, businesses have been cutting back on just about everything, but most obviously on holiday functions for their staff. During the 2010 holiday season, the Glendale Civic Center in conjunction with its caterer, Arizona Catering, hosted its first annual Dine and Glitter Holiday Celebration. This event was marketed to businesses throughout the West Valley by utilizing the Civic Center and the Glendale Chamber of Commerce databases. We were successful in attracting five businesses owners and 150 of their employees. This function coincided with the Glendale Glitters celebration and for its first year it was considered a success. We partnered this event with this existing downtown attraction as added value to the businesses and their attendees.

Accomplishments:

- The Civic Center was rated in the top five meeting and convention centers in the entire state of Arizona through a business poll conducted by Arizona Business Magazine.
- Wedding Wire named the Civic Center one of the top venues in the state as part of its 2011 Bride's Choice Awards.

GOAL UPDATES	
Goal	Increase facility usage and overcome obstacles set forth by the downturn in local and state economies.
Related Council Goal	One community that is fiscally sound. One community with a vibrant city center.
Was the goal met?	Yes.
What were the Performance Measures?	Increased attendance at the Civic Center by an estimated 23,000 people (a 50% increase over last year) and increased event days by 7% over the previous year.
Obstacles/Challenges	The current economy has resulted in some clients having to scale back their events due to their organizational budget restrictions.
Goal	Promote and sell the Civic Center's new A/V capabilities to clients.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Increased A/V revenue by 25% over FY 2010.
Obstacles/Challenges	Some clients have pulled back or forgone A/V due to the tight economy and restricted budgets.

FISCAL YEAR 2010

Area of Innovation:

- Now that the city's A/V 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 A/V needs. This new addition allows the city to be the exclusive A/V 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 A/V 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?	No, 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.

City of Glendale
Budget Summary by Department

Civic Center

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1740) Civic Center	$840,701	$748,497	$748,497	$766,817	2%
Total - Civic Center	**$840,701**	**$748,497**	**$748,497**	**$766,817**	**2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$625,425	$553,721	$553,721	$562,736	2%
Supplies and Contracts	$188,616	$185,936	$185,936	$185,140	0%
Internal Premiums	$12,388	$12,910	$12,910	$12,024	-7%
Internal Service Charges	$14,272	$14,151	$14,151	$16,422	16%
Work Order Credits		($18,221)	($18,221)	($9,505)	-48%
Total - Civic Center	**$840,701**	**$748,497**	**$748,497**	**$766,817**	**2%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1740) Civic Center	7	6	6	6	0%
Total -Civic Center	**7**	**6**	**6**	**6**	**0%**

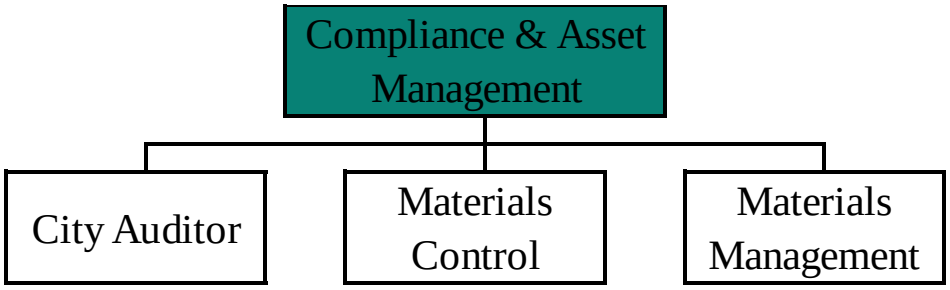
City of Glendale
Budget Summary by Department

Conv./Media/Parking

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Convention/Media/Parking	$221,114	$316,256	$316,256	$274,515	-13%
(1000) Media Center Operations	$143,026	$149,346	$149,346	$142,988	-4%
Total - Conv./Media/Parking	**$364,140**	**$465,602**	**$465,602**	**$417,503**	**-10%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$98,391	$102,477	$102,477	$102,680	0%
Supplies and Contracts	$146,739	$186,774	$186,774	$178,496	-4%
Internal Premiums	$107,314	$165,373	$165,373	$130,729	-21%
Internal Service Charges	$11,696	$16,380	$16,380	$16,005	-2%
Work Order Credits		($5,402)	($5,402)	($10,407)	93%
Total - Conv./Media/Parking	**$364,140**	**$465,602**	**$465,602**	**$417,503**	**-10%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Media Center Operations	1	1	1	1	0%
Total -Conv./Media/Parking	**1**	**1**	**1**	**1**	**0%**



COMPLIANCE AND ASSET MANAGEMENT

Candace MacLeod

Mission Statement:

- To conduct independent, objective assurance and consulting activities that add value and improve operations.
- To augment the effectiveness of the tax dollar in the purchase of materials and services within the requirements of city code and state law.
- To assist city departments with efficient and cost-effective warehousing, inventory control and disposal of surplus assets.

Department Description:

Compliance and Asset Management improves the effectiveness of risk management, control and governance processes by:

- Providing audit and consulting services to city departments to identify and minimize business risks, maximize efficiencies, improve internal controls and strengthen accountability to Glendale's citizens.
- Working with city departments to ensure the procurement of goods and services is completed in a manner that is compliant with city code and state statutes.
- Providing 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.

FISCAL YEAR 2012

GOALS	
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	Develop a risk-based audit plan with focus on improved business processes.
Expected Outcomes (Perf. Measures)	A quarterly risk-based audit plan with focus on improved business processes.

Time Commitment	Ongoing review and adjustment of audit plan based on business risk.
Expected Challenges	None.
Goal	Ensure city assets are adequately safeguarded.
Related Council Goal	One community that is fiscally sound.
Activities	Centralize the ordering and storage of city assets under Materials Control.
Expected Outcomes (Perf. Measures)	Assets are properly tracked and controlled.
Time Commitment	Ongoing process to ensure that assets are transferred to Materials Control.
Expected Challenges	None.
Goal	Ensure the procurement code is current.
Related Council Goal	One community that is fiscally sound.
Activities	Update the procurement code to reflect changes that have occurred.
Expected Outcomes (Perf. Measures)	Procurement code is current.
Time Commitment	Ongoing.
Expected Challenges	Resources.

FISCAL YEAR 2011

Area of Innovation:

- Utilized audit software tools to effectively facilitate audit testing procedures.
- Streamlined procurement forms and processes to enhance communication and access to information.
- Centralized storage of utilities and janitorial inventory under Materials Control.

Accomplishments:

- Completed 10 performance and information technology audits and follow-ups and four contract audits.
- Performed 13 special projects at the request of management.
- Maintained over 200 contracts with an estimated value in excess of $60 million.
- Generated revenue from the sale of surplus assets.

GOAL UPDATES	
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.
Goal	Allocate audit 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	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.
Was the goal met?	Yes.
What were the Performance 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.
Obstacles/Challenges	Resources.

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.

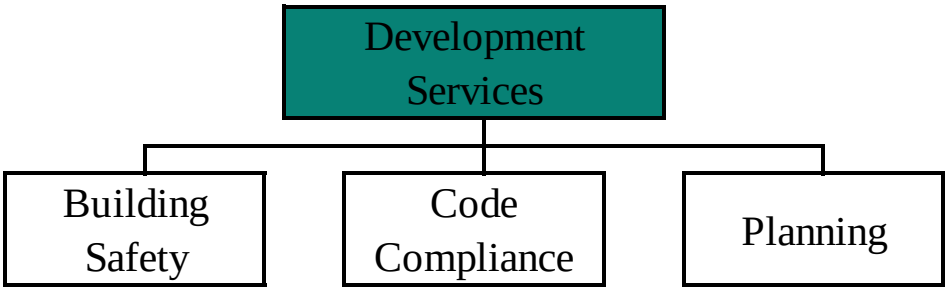
City of Glendale
Budget Summary by Department

Compliance & Asset Mgt

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Auditor	$280,047	$254,348	$254,348	$265,196	4%
(1000) Materials Control Warehouse	$358,043	$295,037	$295,037	$279,552	-5%
(1000) Materials Management	$603,384	$388,224	$388,224	$163,126	-58%
Total - Compliance & Asset Mgt	**$1,241,474**	**$937,609**	**$937,609**	**$707,874**	**-25%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$1,194,682	$929,263	$929,263	$728,531	-22%
Supplies and Contracts	$16,540	$25,705	$25,705	$26,773	4%
Internal Premiums	$18,038	$20,888	$20,888	$17,064	-18%
Internal Service Charges	$12,214	$11,616	$11,616	$10,162	-13%
Work Order Credits		($49,863)	($49,863)	($74,656)	50%
Total - Compliance & Asset Mgt	**$1,241,474**	**$937,609**	**$937,609**	**$707,874**	**-25%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) City Auditor	4.5	2	2.5	2.5	25%
(1000) Materials Control Warehouse	5.75	4.75	4.75	4.75	0%
(1000) Materials Management	5	4	2	2	-50%
Total -Compliance & Asset Mgt	**15.25**	**10.75**	**9.25**	**9.25**	**-14%**



BUILDING SAFETY

Deborah Mazoyer

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.

Department Description:
The Building Safety Department is the central resource for building construction, code information, plan review, permit issuance and building construction inspection. The department consists of the building inspection, plan review, development services center and cross connection control divisions. Our core purpose is to protect the lives and safety of Glendale residents through the implementation of building, plumbing, mechanical and electrical codes.

FISCAL YEAR 2012

GOALS	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, accessible, and sustainable built environment.
Related Council Goal	One community with high quality services for citizens.
Activities	Implement customer service enhancements at the public counter by offering services to improve responsiveness to our development customers.
Expected Outcomes (Perf. Measures)	Review times for plans and applications will be reduced by 40%.
Time Commitment	Implementation goal is June 30th, 2011.
Expected Challenges	Time commitment for cross training of staff.
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, accessible, and sustainable built environment.

Related Council Goal	One community with high quality services for citizens.
Activities	Analyze and develop code amendments towards the adoption of the 2012 International Energy Code.
Expected Outcomes (Perf. Measures)	Have staff fully trained on the new energy code and procedures.
Time Commitment	Staff trained and code ready to adopt by June 30th, 2011.
Expected Challenges	Challenge to provide training for staff has been overcome by financial resources provided by an Energy Efficiency and Conservation Block Grant.

FISCAL YEAR 2011

Area of Innovation:

- The department is currently involved with the Innovate Team on several processes. The certificate of occupancy process at the completion of a development project is one of the most complex as it involves over six departments. The goal is to make this process easier and less complex for both internal staff and the development customer.
- Building Safety and Development Services Center have created classes that are being offered to the public to assist in understanding the permit process and why permits are necessary. Three classes are currently being offered: Permits 101, Solar Installations, and How to Build a Patio Cover. We have partnered with Home Depot to provide the patio cover class at their store. These classes have become popular with citizens who anticipate building a project, or simply have questions about why permits are necessary.
- The group home process has been completed through the Innovate Team and is currently being implemented. Coordination of city requirements with outside agencies has become simplified and will actually save at least one trip to city hall for each applicant.

Accomplishments:

- Plans were approved and inspections continue for a 40,000 square foot school for West-MEC which will bring new education opportunities and jobs near the Glendale Municipal Airport. West-MEC's new facility will provide training for individuals who wish to enter the airframe-power maintenance program and fulfill FAA licensing requirements.
- Building Safety worked with the Police Department and has been successful in bringing over 15 businesses and residences into compliance with city regulations or in abating properties that were not able to be secured from entry.
- Development Services has implemented a new phone system allowing staff to spend more time directly assisting customers at the counter and achieving a $400 per month cost savings.

GOAL UPDATES	
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?	Monitoring and tracking progress on unsafe and damaged buildings continues to be an ongoing process. Quarterly status reports of all cases were reported to the Assistant Director. Additionally, a database was maintained for Council and management to obtain status of cases as needed.
What were the Performance Measures?	Staff provides quarterly reports 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.
Obstacles/Challenges	On several occasions it was difficult to indentify and contact the resident's legal owner, which prolonged the process. Also, due to the economy, several cases were not able to be abated in a timely manner due to the lack of resources of the property owner.
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?	Implementation of improvements in customer service at the public counter by cross training in other departments has enabled staff to exceed the goal of reviewing over 20% of over-the-counter plans throughout the year.
What were the Performance Measures?	20% of all over-the-counter plans will be reviewed through the one-stop shop by January 2011.
Obstacles/Challenges	Even with a reduction in staffing at the public counter, we were able to exceed this goal by continuing to cross train all staff in different areas of our department.

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.
- The Building Safety Department met the challenge of bringing many new economic development projects to fruition including Advanced Health Care, Phoenix Heart and Humana.
- Streamlined the record retrieval system which included scanning over 67,000 permits and other permit related documents.

GOAL UPDATES	
Goal	Publish departmental newsletter to increase public and customer awareness of development processes and requirements.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Publish newsletter quarterly, with each manager and supervisor submitting one article per newsletter.
Obstacles/Challenges	None.
Goal	Encourage and facilitate staff's continued education and training to effectively and efficiently perform their duties.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Develop internal training programs for interpretation of codes and development regulations.
Obstacles/Challenges	None.

City of Glendale
Budget Summary by Department

Building Safety

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Building Safety	$2,665,919	$1,980,628	$1,979,628	$1,895,038	-4%
(1000) Development Services Center	$568,993	$444,676	$444,676	$425,102	-4%
(2400) Cross Connection Control	$212,090	$220,067	$261,067	$225,125	2%
Total - Building Safety	**$3,447,002**	**$2,645,371**	**$2,685,371**	**$2,545,265**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$3,276,649	$2,532,664	$2,616,573	$2,566,247	1%
Supplies and Contracts	$46,918	$119,497	$83,157	$110,421	-8%
Internal Premiums	$66,052	$64,111	$64,111	$50,443	-21%
Internal Service Charges	$57,383	$60,757	$53,188	$54,545	-10%
Work Order Credits		($131,658)	($131,658)	($236,391)	80%
Total - Building Safety	**$3,447,002**	**$2,645,371**	**$2,685,371**	**$2,545,265**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Building Safety	26	21	21	21	0%
(1000) Development Services Center	10	6	6	6	0%
(2400) Cross Connection Control	2.75	2.75	2.75	2.75	0%
Total -Building Safety	**38.75**	**29.75**	**29.75**	**29.75**	**0%**

CODE COMPLIANCE

Sam McAllen

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

Department Description:
Code Compliance is responsible for enforcing multiple city codes that promote safe, clean, and healthy living environments for our community and neighborhoods.

FISCAL YEAR 2012

GOALS	
Goal	Provide proactive code enforcement services in residential neighborhoods that promote a safe, clean, and healthy living environment for our community and neighborhoods.
Related Council Goal	One community with strong neighborhoods.
Activities	Conduct proactive code enforcement services in residential neighborhoods with the objective of eliminating code violations and preventing the negative impact of blight, deterioration, and unsafe conditions.
Expected Outcomes (Perf. Measures)	Code Compliance staff will generate 10,000 proactive code compliance cases.
Time Commitment	This is an ongoing citywide effort that will continue throughout the year to proactively identify and address code violations while reducing the need for residents to report code violations.
Expected Challenges	Staff may be challenged to conduct proactive inspections during times of significant increases in reports of code violations, such as during periods of significant vegetation growth following substantial precipitation.
Goal	Maintain community standards that promote a safe, clean, and healthy living environment through prompt and effective response to citizen's calls for service.
Related Council Goal	One community with strong neighborhoods.
Activities	Conduct responsive code enforcement services to ensure compliance with city codes and ordinances that eliminate unsafe conditions and prevent the deterioration of residential neighborhoods.
Expected Outcomes (Perf. Measures)	Code Compliance adopted the goal of responding to 95% of citizen's calls for service within 2 business days.

Time Commitment	This is an ongoing citywide effort to provide prompt and efficient service to all residents of Glendale.
Expected Challenges	Staff will be challenged to accomplish this goal due to current staffing levels and unavailability of staff due to mandatory furloughs and reduced weekday availability as Code Compliance inspectors are required to take time off due to providing weekend coverage.

FISCAL YEAR 2011

Area of Innovation:

- The Code Compliance Department is responsible for enforcing illegal sign violations including managing the removal of illegal signs that create visual blight along the city's rights of way. For the past few years this has been accomplished by utilizing a combination of paid inspection staff and volunteers to remove illegal signs. With the reduction of inspection staff due to budget constraints, the task has become more difficult to accomplish. The use of volunteers to remove illegal signs was increased in an effort to maintain a safe, clean and appealing streetscape. This was accomplished by increasing the number of hours and days that volunteers work removing illegal signs. This increase in volunteer work time has allowed Code Compliance inspection staff the ability to concentrate on identifying and eliminating unsafe conditions and code violations within residential neighborhoods.

Accomplishments:

- Code Compliance staff and volunteers continued to remove the visual blight created by illegal temporary signs on the city's right-of-way. A total of 12,936 signs have been removed from city right-of-way through February 2011.
- Code Compliance Supervisor Jim Trammel and Code Compliance volunteers were featured in a News Channel 3 broadcast (November 18, 2010) highlighting the Department's illegal sign enforcement and removal efforts.
- Code Compliance utilized Community Development Block Grants (CDBG) funds to identify and eliminate blighted conditions within Glendale neighborhoods. CDBG funds were used to abate violations on 67 vacant and foreclosed properties at a cost of $9,234 through February 2011.
- The Code Compliance Department contacted all political campaigns participating in the 2010 Primary and General Elections and informed them of Glendale's political sign code and legal political sign posting requirements.

GOAL UPDATES	
Goal	Provide proactive code enforcement services in residential neighborhoods that promote a safe, clean, and healthy living environment for the community.
Related Council Goal	One community with strong neighborhoods.

Was the goal met?	This goal is on track to be successfully completed. Through February 2011, Code Compliance staff has proactively generated 7,822 cases.
What were the Performance Measures?	Code Compliance staff will proactively generate 10,000 code compliance cases.
Obstacles/Challenges	No challenges encountered.
Goal	Maintain community standards that promote a safe, clean, and healthy living environment through prompt and effective response to resident calls for service.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	This goal has not been met. As of the end of February 2011, Code Compliance staff has responded to 91% of resident calls for service within two business days.
What were the Performance Measures?	To ensure prompt response to calls for service Code Compliance adopted the goal of responding to 95% of calls from citizens within two business days.
Obstacles/Challenges	The primary obstacle contributing to this goal not being accomplished is the lack of inspection staff available to respond to resident calls on weekdays. This reduction is the result of less inspection staff, mandatory furloughs, and reduced weekday availability as Code Compliance inspectors are required to take time off on weekdays after they have provided weekend coverage.

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 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 operating budget.

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 blight conditions in residential neighborhoods.

GOAL UPDATES	
Goal	Provide an increased level of proactive services in residential 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.

City of Glendale
Budget Summary by Department

Code Compliance

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Code Compliance	$1,468,073	$1,368,354	$1,368,354	$1,295,976	-5%
Total - Code Compliance	**$1,468,073**	**$1,368,354**	**$1,368,354**	**$1,295,976**	**-5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$1,335,273	$1,300,025	$1,300,025	$1,299,776	0%
Supplies and Contracts	$48,599	$56,866	$56,866	$51,108	-10%
Internal Premiums	$30,306	$32,064	$32,064	$25,808	-20%
Internal Service Charges	$53,895	$47,478	$47,478	$50,107	6%
Work Order Credits		($68,079)	($68,079)	($130,823)	92%
Total - Code Compliance	**$1,468,073**	**$1,368,354**	**$1,368,354**	**$1,295,976**	**-5%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Code Compliance	21.5	19	19	19	0%
Total -Code Compliance	**21.5**	**19**	**19**	**19**	**0%**

PLANNING

Jon Froke

Mission Statement:

The Glendale Planning Department provides professional quality customer 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.
- Facilitate decision making through Glendale's Boards & Commissions.
- Administer adopted regulations and guidelines in a fair and impartial manner.
- Manage the general plan, 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.

Department Description:

The Planning Department has three major functions: long range planning and research, current planning, and planning administration. All three major functions provide service to internal and external customers to service the community.

The long range planning and research function is responsible for the long-range physical General Plan, special studies, research, quarterly population estimates, 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 minor 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, group homes and custom home reviews and geographic information systems and mapping services.

The department has a secondary function which is administration. This function is just as valuable as the three major functions as it also provides service to internal and external customers to service the community.

The administration function prepares staff reports and ensures compliance for City Council, the Planning Commission, the Historic Preservation Commission and Board of Adjustment Workshops and public hearings. This function also ensures proper advertising and notification processes are complete and in conformance with state open meeting laws. The administrative support function manages the departmental budget, request for service inquiries and provides staff support for City Council, the Planning Commission, the Historic Preservation Commission and Board of Adjustment public workshops and public hearings.

FISCAL YEAR 2012

GOALS	
Goal	Maintaining superior customer service to internal and external customers.
Related Council Goal	One community with high quality service for citizens.
Activities	Staff will need to be flexible and creative in making sound decisions. Management will need to continue keeping staff informed of managerial decisions that may impact future decision making.
Expected Outcomes (Perf. Measures)	Maintain customer satisfaction at 90% good, excellent, or greater.
Time Commitment	The expected outcome is an ongoing effort as the department belief is we are a world class Planning Department.
Expected Challenges	The goal will continue to be challenging because the department is operating with limited staff while the work demand varies day-to-day.
Goal	Modify planning tools to meet current demands for city development.
Related Council Goal	One community with strong neighborhoods.
Activities	• Adopt an updated zoning ordinance. • Implementation of the Glendale Centerline Initiative. • Adopt updated commercial and industrial design expectations.
Expected Outcomes (Perf. Measures)	Adoption of these three documents.
Time Commitment	Staff will have to commit to the goal on an ongoing basis. There will need to be research, draft document reviews and revisions, and conduct neighborhood meetings and the required public hearings. Staff anticipates that all updates can be completed within this fiscal year.
Expected Challenges	Anticipated challenges may include adjustments to the schedule.

FISCAL YEAR 2011

Area of Innovation:

- The Group Home application process was shortened by reducing the number of steps from 40 to 30, a 25% reduction. Also, by training the Development Services Center staff to assist with the processing of applications, a reduction in the review time went from 2 to 3 days to only 24 hours.

Accomplishments:

- Adopted a text amendment to enact reasonable zoning regulations to regulate medical marijuana, as permitted by the voter approved Proposition 203.
- Revamped the Historic Preservation Program in a manner that allows it to continue to be an asset to Glendale. Obtained funding to complete the rehabilitation of the Myrtle Avenue Cultural Gateway.

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 District.
Obstacles/Challenges	The time frame for Glendale Centerline process.
Goal	Support the City Council Sustainability Committee.
Related Council Goal	One community with high quality services for citizens.
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	The time frame for the process was a challenge.

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	The 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.

City of Glendale
Budget Summary by Department

Planning

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Current Planning	$543,780	$512,837	$512,837	$323,844	-37%
(1000) Long-Range Planning & Research	$383,846	$135,149	$135,149	$126,988	-6%
(1000) Planning Administration	$350,565	$341,167	$340,167	$323,524	-5%
Total - Planning	**$1,278,191**	**$989,153**	**$988,153**	**$774,356**	**-22%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$1,285,572	$956,780	$956,780	$782,372	-18%
Supplies and Contracts	$37,051	$58,336	$57,336	$57,200	-2%
Internal Premiums	$17,710	$16,757	$16,757	$12,361	-26%
Internal Service Charges	$4,544	$4,149	$4,149	$2,694	-35%
Work Order Credits	($66,686)	($46,869)	($46,869)	($80,271)	71%
Total - Planning	**$1,278,191**	**$989,153**	**$988,153**	**$774,356**	**-22%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Current Planning	10	6	4	4	-33%
(1000) Long-Range Planning & Research	4	2	2	2	0%
(1000) Planning Administration	5	3	3	3	0%
Total -Planning	**19**	**11**	**9**	**9**	**-18%**

City of Glendale
Budget Summary by Department

Community Dev Admin

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) CD Deputy City Manager	$164,257	$195,964	$195,964	$186,405	-5%
Total - Community Dev Admin	**$164,257**	**$195,964**	**$195,964**	**$186,405**	**-5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$161,717	$199,313	$199,313	$199,681	0%
Supplies and Contracts	$1,013	$5,756	$5,756	$6,194	8%
Internal Premiums	$1,179	$1,602	$1,602	$1,075	-33%
Internal Service Charges	$348	$173	$173	$170	-2%
Work Order Credits		($10,880)	($10,880)	($20,715)	90%
Total - Community Dev Admin	**$164,257**	**$195,964**	**$195,964**	**$186,405**	**-5%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) CD Deputy City Manager	1	1	1	1	0%
Total -Community Dev Admin	**1**	**1**	**1**	**1**	**0%**

ECONOMIC DEVELOPMENT

Brian Friedman

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.

Department Description:

- The mission of the Economic Development Department is to make a positive contribution to the economic base of the city by building relationships with the business community to collaboratively direct business attraction, redevelopment, business retention and expansion, to meet the goals of the City Council and city management as we continually work to enhance the quality of life for Glendale residents and improve city vitality by facilitating the creation of quality jobs.
- The Economic Development Department directs programs to attract and retain businesses that create quality jobs, increase the tax base, improve land values and enhance city vitality.
- The department works to grow the city's economy and capitalize on Glendale's success at building a destination for entertainment, sports and tourism by assisting in the development of quality employment centers that will solidify Glendale's economic position in the Valley.
- The department coordinates with both internal and external partners to preserve a business-friendly climate and enhance the quality of life for the residents of Glendale.

FISCAL YEAR 2012

GOALS	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Activities	Business Attraction Program: Working with our partners, the Arizona Commerce Authority and the Greater Phoenix Economic Council, as well as developers and corporate real estate professionals, the department provides information and hosts site visits detailing the advantages of locating in Glendale to those types of industries and companies that are looking for a site for their operations. The department targets the following broad categories of industries: • Advanced business services • Advanced technology

- Financial and insurance
- Engineering and architectural
- Healthcare
- Aviation
- Airpark related industries, including light manufacturing and distribution
- Sustainable industries
- Entertainment and tourism

The Department approaches the Attraction Program in four ways:

- Recruitment:
  The Department targets specific industry clusters that are a fit with Glendale. We reach out directly to those industries and send information packets detailing the advantages of locating in Glendale. Potential targets are determined through a variety of rationale including; but not limited to, analysis, relationships, and growth industries.

- Relationship Building:
  Strong relationships bring leads. The Department continues to increase contact with the development community, particularly those Arizona developers and real estate brokers that may not be familiar with the West Valley and specifically Glendale.

  Relationships are also maintained and strengthened with other departments in city government, the Glendale Chamber of Commerce, economic development organizations throughout the state and country, and partners such as Glendale Community College, Arizona State University and Maricopa Workforce Connections to increase our attractiveness as an employment center.

- Research and Analysis:
  The department maintains the building and land inventory database listing available buildings of at least 10,000 square feet and/or vacant land of at least three acres. This information is available on the Glendale Prospector posted on our website and also through the Arizona Prospector website, which is a statewide list of available buildings and sites. This database is updated regularly so as to have the most

	current information about available selected sites that can be shared with clients looking for sites within Glendale. The Department also conducts an analysis of major projects to ensure that each project is financially sound and enhances the city's tax base. • Marketing and Promotion to "C" level executives and site selectors The department takes advantage of unique sporting and cultural opportunities as they may occur to market Glendale as a great place to locate a business. The department researches and identifies specific companies to contact and take advantage of the publicity garnered by these events.
Expected Outcomes (Perf. Measures)	The department will locate 5 companies and create 500 jobs.
Time Commitment	This is an ongoing effort. Attracting industry to Glendale creates new jobs, increases revenue to the city and improves the quality of life for city residents.
Expected Challenges	The continued national economic downturn has limited the number of companies looking to expand or relocate.
Goal	Assist existing Glendale businesses through a proactive Business Retention and Expansion Program.
Related Council Goal	One community with quality economic development.
Activities	• Business Retention and Expansion: The Department has partnered with the Glendale Chamber of Commerce, Glendale Community College and ASU West to initiate a customized program to contact specific employers in the city for the purpose of developing relationships, identifying issues related to doing business in Glendale, discussing potential plans for expansion within the city, and providing additional resources necessary for a profitable venture. Specifically, the department will continue to: • Contact a wide variety of employers in Glendale • Develop a survey to gather consistent information to identify specific trends or patterns • Arrange to meet with local executives to determine if issues exist or programs can be offered to assist in making the company even more successful.
Expected Outcomes (Perf. Measures)	Reach out to 30 existing Glendale businesses.

Time Commitment	This is an ongoing program and one of the more important department programs.
Expected Challenges	The continued economic downturn has caused many companies to put potential expansion programs on hold until the economy shows a sustained recovery.

FISCAL YEAR 2011

Area of Innovation:

- Department staff has been actively involved in the Innovate Program resulting in the creation of new and innovative revenue sources.
- The department participated in the evaluation of the Low Income Housing Tax Credit program with the Community Partnerships and Planning Departments.

Accomplishments:

- Located five new companies and assisted in the retention or expansion of seven existing companies resulting in the creation of 1,450 jobs so far this fiscal year.
- Working with the broker community, the department has assisted in the absorption of 954,976 square feet of office and industrial space so far this fiscal year.

GOAL UPDATES	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	Creation of 500 jobs.
Obstacles/Challenges	A sluggish economy has curtailed some new site location decisions.
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.
Was the goal met?	Yes, six companies have expanded resulting in the creation of 852 jobs for Glendale residents.
What were the Performance Measures?	Reach out to 30 existing Glendale companies.
Obstacles/Challenges	The economic recovery has slowed some expansions.

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 resulted 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.

City of Glendale
Budget Summary by Department

Economic Development

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Business Development	$0	$500,000	$3,000,000	$468,583	-6%
(1000) Downtown Beaut. & Promotion	$239,693	$266,453	$266,453	$242,095	-9%
(1000) Economic Development	$741,568	$630,068	$711,613	$626,736	-1%
(1280) YSC - Econ. Dev.	$20,898	$0	$0	$0	NA
Total - Economic Development	**$1,002,159**	**$1,396,521**	**$3,978,066**	**$1,337,414**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$724,537	$729,700	$729,700	$753,310	3%
Supplies and Contracts	$256,589	$685,171	$3,266,716	$632,360	-8%
Internal Premiums	$13,419	$12,176	$12,176	$11,354	-7%
Internal Service Charges	$7,614	$7,488	$7,488	$7,194	-4%
Work Order Credits		($38,014)	($38,014)	($66,804)	76%
Total - Economic Development	**$1,002,159**	**$1,396,521**	**$3,978,066**	**$1,337,414**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Downtown Beaut. & Promotion	4	4	4	4	0%
(1000) Economic Development	6	5	5	5	0%
Total -Economic Development	**10**	**9**	**9**	**9**	**0%**

City of Glendale
Budget Summary by Department

Rebates & Incentives

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Rebates & Incentives	$475,555	$320,000	$50,000	$100,000	-69%
(1000) Redevelopment Land Acquisition	$23,000	$85,416	$2,871	$0	-100%
Total - Rebates & Incentives	**$498,555**	**$405,416**	**$52,871**	**$100,000**	**-75%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Supplies and Contracts	$498,555	$405,416	$52,871	$100,000	-75%
Total - Rebates & Incentives	**$498,555**	**$405,416**	**$52,871**	**$100,000**	**-75%**

FIRE SERVICES

Chief Mark Burdick

Mission Statement:
Fast - Caring - Innovative - Professional

Department Description:
The Glendale Fire Department provides Fire, Rescue, and Emergency Medical Services to the citizens of Glendale. Within the scope of our work are five core interactive services including:

- Fire Prevention and Education (Public Education, Inspections, Investigations, Code Adoption)
- Fire Suppression (Firefighting)
- Emergency Medical Services (Advanced Life Support and Basic Life Support)
- Special Operations (Hazardous Materials and Technical Rescue)
- Crisis Response (Social Services)

The Glendale Fire Department utilizes the Automatic Aid System, intergovernmental agreements with surrounding agencies, public/private partnerships, and our highly skilled and dedicated staff to guarantee high quality services to those in our community.

FISCAL YEAR 2012

GOALS	
Goal	Strive to increase public education and outreach.
Related Council Goal	One community committed to public safety.
Activities	• Implement more pro-active fire and life safety educational programs. These programs could include: Car Seat Safety, Preschool HeadStart, Fire Pals, Youth Setter Intervention, Teen CERT, CERT/Citizen's Academy, and the Safety Educator Program. • Expand the "Healthier Safer Lives" program to more retirement communities and schools. • Strengthen and support the Fire Department's volunteer programs.
Expected Outcomes (Perf. Measures)	Indirectly reduce the number of medical emergencies, injuries and fires in Glendale by increasing citizen education on safety related issues.
Time Commitment	This goal involves an ongoing time commitment. Efforts to educate the public in order to prevent loss of life and property is a continuous goal of the Fire Department.

Expected Challenges	An adequate volunteer pool is critical to the success of our educational programs. Maintaining and recruiting volunteers is an ongoing challenge. Safety Educators and Fire Cadets will need to be used to augment these programs.
Goal	Enhance response times.
Related Council Goal	One community committed to public safety.
Activities	• Ensure that emergency responding personnel are staffed in the field and deployable, without diminishing service delivery. • Properly train and certify emergency medical technicians and paramedics. • Maintain apparatus and equipment to reduce delays in emergency response.
Expected Outcomes (Perf. Measures)	The department's service level objectives for response times are: • 90% of the time - Arrive on-scene in six minutes or less for the arrival of the first arriving engine company at a fire suppression incident and/or eight minutes or less arrival of a full first alarm assignment at a fire suppression incident. • 90% of the time - Arrive on-scene in six minutes or less for the arrival of a unit with first responder or higher-level capability at an emergency medical incident. • 90% of the time - Arrive on-scene in eight minutes or less for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.
Time Commitment	This is an ongoing effort as the Fire Department consistently works to improve response times.
Expected Challenges	Budget constraints and workload on existing administrative staff will be a challenge.

FISCAL YEAR 2011

Area of Innovation:

- Glendale Fire Department took over the responsibility of Infectious Control for its members. Prior to July 1, 2010 Phoenix Fire Department was providing the service. Estimated savings to Glendale Fire Department is $5,000 - $10,000 annually.

Accomplishments:

- Adopted the 2009 International Fire Code. The adoption of current model codes helps ensure that Glendale is a safe community by utilizing the most current fire code.
- Glendale Fire Department transitioned to the 700-800 megahertz radio system for non-hazard zone emergencies. This enhances communications with Automatic Aid fire department participants.

GOAL UPDATES	
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 has implemented a continuous quality improvement plan for EMS in accordance with Arizona Department of Health Services rule R9-25-206.
What were the Performance Measures?	At minimum, review the following categories of pre-hospital patient encounter forms to ensure fire department personnel follow established protocols and procedures: • 5% of all patient refusals, trauma, and medical incidents; • 100% of all code arrests, cerebral vascular accidents (CVA), and acute coronary syndrome (ACS) Develop a process to implement corrective action when review of cases indicates a lapse in following pre-hospital protocols and/or procedures.
Obstacles/Challenges	Shortage in staff has created challenges in meeting minimum reviews.
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.
Was the goal met?	Yes. In 2010, a Glendale unit capable of providing AED arrived on scene in less than 6-minutes travel time, 93% of the time for all ALS and BLS incidents.
What were the Performance Measures?	The Glendale Fire Department's service level objective for first arriving unit at an emergency medical incident: • 90 percent 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 percent of the time. However, we strive to meet the National Fire Protection Association Standard 1710 travel time of four minutes.
Obstacles/Challenges	Yes, reduced funding creates challenges in staffing units.

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 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.

City of Glendale
Budget Summary by Department

Fire Department

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Air-Med & Logistics Ops (HALO)	$745,827	$751,491	$751,491	$736,989	-2%
(1000) Ambulance Services	$476,109	$492,393	$492,393	$484,004	-2%
(1000) Fire Administration	$1,796,215	$1,637,270	$1,637,270	$1,605,998	-2%
(1000) Fire Community Services	$10,910	$19,250	$19,250	$15,250	-21%
(1000) Fire Marshal's Office	$866,913	$824,255	$824,255	$812,173	-1%
(1000) Fire Medical Services & Health	$44,166	$56,983	$56,983	$48,983	-14%
(1000) Fire Operations	$17,937,365	$17,312,530	$17,312,530	$17,785,340	3%
(1000) Fire Resource Management	$2,395,316	$1,937,224	$1,865,224	$2,070,956	7%
(1000) Fire Special Operations	$25,313	$16,293	$16,293	$16,293	0%
(1000) Fire Training	$22,679	$13,656	$13,656	$13,656	0%
(1000) PS Training Ctr - Fire	$619,583	$577,227	$577,227	$567,227	-2%
(1281) Fire - Fiesta Bowl Event	$52,991	$159,942	$138,872	$159,942	0%
(1281) Stadium - Fire Event Staffing	$246,992	$229,886	$229,886	$229,886	0%
(1282) Arena - Fire Event Staffing	$152,602	$300,008	$300,008	$301,041	0%
(1282) Westgate - Fire Event Staffing	$11,659	$0	$0	$0	NA
(1283) CBRanch - Fire Event Staffing	$34,604	$0	$21,070	$28,852	NA
(1720) Fire - Special Revenue Fund	$4,850,264	$6,135,642	$7,335,642	$6,395,637	4%
(1840) Grant Approp - Fire Dept	$562,753	$4,500,000	$4,500,000	$4,500,000	0%
(1842) PSSP Fire OT Grant	$0	$0	$0	$75,000	NA
(2530) PS Training Ops - Fire	$739,341	$760,451	$730,451	$763,314	0%
(2538) Glendale Health Center	$32,859	$54,000	$54,000	$54,000	0%
Total - Fire Department	**$31,624,461**	**$35,778,501**	**$36,876,501**	**$36,664,541**	**2%**

City of Glendale
Budget Summary by Department

Fire Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$26,500,866	$27,837,822	$29,037,822	$28,679,286	3%
Supplies and Contracts	$3,605,221	$7,068,344	$7,020,327	$7,161,620	1%
Internal Premiums	$555,379	$798,613	$744,630	$612,827	-23%
Internal Service Charges	$957,995	$938,024	$938,024	$922,702	-2%
Operating Capital	$5,000			$122,562	
Work Order Credits		($864,302)	($864,302)	($834,456)	-3%
Total - Fire Department	**$31,624,461**	**$35,778,501**	**$36,876,501**	**$36,664,541**	**2%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
(1000) Ambulance Services	2	2	2	2	0%
(1000) Fire Administration	17.5	13	14	14	8%
(1000) Fire Marshal's Office	12	10	10	10	0%
(1000) Fire Operations	195	188	188	188	0%
(1000) Fire Resource Management	6	4	5	5	25%
(1282) Arena - Fire Event Staffing	1	1	1	1	0%
(1720) Fire - Special Revenue Fund	50	51	51	51	0%
(2530) PS Training Ops - Fire	6	6	6	6	0%
Total -Fire Department	**293.5**	**279**	**281**	**281**	**1%**

HUMAN RESOURCES & RISK MANAGEMENT

Alma Carmicle

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

Department Description:
The Glendale Human Resources Department provides proactive, innovative and quality customer service and consultation in the areas of total compensation, organizational development, employee relations, staffing and risk management/safety.

FISCAL YEAR 2012

GOALS	
Goal	Implement an online applicant system to improve the applicant experience when applying for a city position and to improve internal application processing.
Related Council Goal	One community with high quality services for citizens.
Activities	Research and evaluate a potential online applicant system that can be integrated with the Human Resources Management System (HRMS).
Expected Outcomes (Perf. Measures)	Implement an online applicant system by June 2012.
Time Commitment	It is estimated the process will require staffing resources from IT and HR. The research, evaluation and implementation will take 10 months.
Expected Challenges	Coordination and implementation of the web based application process.
Goal	Expand online training to include mandatory anti-harassment training.
Related Council Goal	One community that is fiscally sound.
Activities	Develop anti-harassment training materials for city employees to be accessed from the employees' work stations.
Expected Outcomes (Perf. Measures)	All city employees will be able to take the mandatory anti-harassment training for FY 2012 by March 2012. The online training will minimize workplace disruption by allowing staff to take the training from their workstations when it best fits their work schedule.
Time Commitment	It will take and estimated 3 months to develop the online anti-harassment training materials. Employees will be given two months to complete the training.

Expected Challenges	Resource availability to develop the online materials.
Goal	Improve the health of the city's health plan participants and reduce healthcare costs by offering health education and wellness activities that support positive lifestyle changes.
Related Council Goal	One community that is fiscally sound.
Activities	Provide convenient, onsite, health education programs conducted by health care professionals with experience in treating and preventing the chronic health conditions prevalent in the city's health plan participants.
Expected Outcomes (Perf. Measures)	Improve the health of participants in the city's health plan and reduce healthcare costs by increasing participation level to at least 50% of employee population and extending wellness activities to retirees and dependents.
Time Commitment	Between July 1 and the April 2012 Wellness Fairs (where we can measure the outcome of our activities by improved health risk assessment scores.)
Expected Challenges	Support from managers and supervisors to enable staff to participate in these programs given the staffing challenges caused by a reduced workforce. Resistance from employees/retirees in participating in improving their own well-being unless they are provided with a significant financial incentive.

FISCAL YEAR 2011

Area of Innovation:

- Successfully implemented online training for mandatory ethics training for all city employees. All city staff completed the online training. The greatest benefit was the ability of staff to complete the training as time permitted rather than attending scheduled sessions.
- Implemented a Wellness Brown Bag Series for employees and retirees. This six-part series focused on the importance of nutrition to improve overall health. Employees and retirees attended these sessions. Outside presenters offered their insights on developing healthy living styles that incorporate good nutrition habits. Participants have requested more onsite wellness-focused sessions.
- Implemented a Financial Planning Series in partnership with International City/County Management Association-Retirement Corporation. The workshops focused on educating employees on their financial wellness and preparing for the future. Workshops were held each month and the expertise of certified financial planners and retirement plan specialists were shared with employees on the topics of smart saving, managing credit and debt, strategies to save for retirement, retirement accounts,

women's financial health, and estate planning. Feedback from participants has been very positive and participants have shared additional topics for future sessions. The program will continue next fiscal year with additional topics.

- Implemented a Higher Education Series in partnership with several local colleges and universities. At these lunch hour sessions, university staff shared their expertise, tools and tips with employees who are deciding to return to school or are currently finishing a program. Topic areas included finding scholarships and grants, advancing career goals through higher education, overcoming emotional barriers of returning to school, and time management. Many participants shared they have renewed their commitment to higher education by beginning a new program or have since found scholarships to assist with current enrollment through the help of these sessions. The program will run again in the next fiscal year with additional topics and school partnerships.

Accomplishments:

- The city received Mature Worker Friendly Certification by the Governor's Advisory Council on Aging and the Arizona Department of Commerce. The Mature Worker Friendly Employer Certification provides special recognition to employers that commit to creating a workplace environment that values experience and skills that mature workers exhibit, and also assists employers in attracting and retaining those mature workers. The Mature Worker Friendly Certification complements Glendale's recognition by the Association for the Advancement of Retired Persons (AARP) as one of fifty Best Employers for Workers Over 50 nationally. Glendale was the only municipality in the nation and the only organization in Arizona to win the AARP award.
- Conducted basic computer skills training for city staff. Approximately 75 employees attended one of the four half day sessions to become familiar with the city's technology and technology-related policies. Participants found the sessions to be beneficial. Future sessions are being planned.
- The cost of the city's risk in FY 2011 was 1.06%, well below the public entity industry average of 2.0%. The Risk Management/Safety Division continues to provide safety training and education opportunities for management, supervisors and employees. These sessions help keep managers, supervisors and employees mindful of safety as they perform their work.
- Conducted a request for proposal for the dental and vision benefits provided to employees and retirees that resulted in significant rate reductions and enhanced benefits. The rate reductions included: a 5% reduction for the PPO dental plan; a 15% reduction for the employee rate for the HMO dental plan and a 11.4% reduction to the vision plan. The negotiations included maintaining the reduced rates for multiple years.

GOAL UPDATES	
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.
Was the goal met?	Yes, the city has contracted with a 3rd party to begin administering the city's benefits program for retirees effective July 2011.
What were the Performance Measures?	The department will save about 20 hours per month by not processing payments, allowing more time on core business processes.
Obstacles/Challenges	Effectively communicating the changes to retirees.
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.
Was the goal met?	Yes, a citywide reorganization was completed in March 2011.
What were the Performance Measures?	The ability of departments to continue to meet service needs through appropriate job alignment and staff placement
Obstacles/Challenges	Communicating and managing the change organizationally.

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 FY 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?	Implementation 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 6 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.

City of Glendale
Budget Summary by Department

Human Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Benefits	$157,462	$119,411	$119,411	$144,941	21%
(1000) Compensation	$458,703	$459,828	$459,828	$374,781	-18%
(1000) Employee Relations	$187,638	$176,717	$176,717	$166,386	-6%
(1000) Employment Services	$364,411	$254,417	$254,417	$315,455	24%
(1000) Human Resources Administration	$669,751	$631,007	$630,007	$563,541	-11%
(1000) Organizational Development	$317,580	$68,291	$68,291	$259,189	280%
(1000) Risk Management/Safety	$569,743	$202,525	$202,525	$121,547	-40%
(2540) Risk Mgmt Trust Fund	$2,569,174	$2,844,278	$2,844,278	$3,068,438	8%
(2560) Worker's Compensation	$1,249,428	$1,407,000	$1,407,000	$1,407,000	0%
(2580) Benefit Programs	$22,954,668	$24,481,185	$23,111,564	$23,117,869	-6%
Total - Human Resources	**$29,498,558**	**$30,644,659**	**$29,274,038**	**$29,539,147**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$2,477,412	$2,033,844	$2,033,844	$2,303,058	13%
Supplies and Contracts	$26,970,400	$28,758,325	$27,387,704	$27,398,179	-5%
Internal Premiums	$39,715	$33,507	$33,507	$24,847	-26%
Internal Service Charges	$11,031	$13,173	$13,173	$11,180	-15%
Work Order Credits		($194,190)	($194,190)	($198,117)	2%
Total - Human Resources	**$29,498,558**	**$30,644,659**	**$29,274,038**	**$29,539,147**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Benefits	2.75	1.25	2	2	60%
(1000) Compensation	5.5	6	4.75	4.75	-21%
(1000) Employee Relations	2.75	2	2	2	0%
(1000) Employment Services	4	3	4	4	33%
(1000) Human Resources Administration	6	5	5	5	0%
(1000) Organizational Development	3	1	3	3	200%
(1000) Risk Management/Safety	6	2	1	1	-50%
(2540) Risk Mgmt Trust Fund		1	3.75	3.75	275%
Total -Human Resources	**30**	**21.25**	**25.5**	**25.5**	**20%**

City of Glendale
Budget Summary by Department

Employee Groups

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1190) Diversity Committee	$48,957	$54,909	$40,559	$54,000	-2%
(1190) GEMS	$29,091	$0	$0	$0	NA
(1190) Glendale Hispanic Network	$167	$0	$14,350	$0	NA
(1190) Holiday Event	$0	$30,000	$0	$30,000	0%
Total - Employee Groups	**$78,215**	**$84,909**	**$54,909**	**$84,000**	**-1%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Supplies and Contracts	$78,215	$84,909	$54,909	$84,000	-1%
Total - Employee Groups	**$78,215**	**$84,909**	**$54,909**	**$84,000**	**-1%**

INTERGOVERNMENTAL PROGRAMS

Brent Stoddard

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.

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

FISCAL YEAR 2012

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, congressman, other elected officials and local and regional decision making bodies to advocate for and against issues which impact Glendale residents.
Expected Outcomes (Perf. Measures)	Successful implementation of the city's legislative agenda.
Time Commitment	The time commitment for this goal is ongoing.
Expected Challenges	Large state and federal budget deficits.
Goal	Identify opportunities through the state and regional transportation agencies to keep on schedule or to accelerate the design and construction of transportation facilities and services critical to Glendale.
Related Council Goal	One community with high quality services for citizens.
Activities	Actively work with Glendale, state and regional agency staff to ensure that the funding committed for Glendale projects continues. Look for creative strategies to secure funding to accelerate projects and services as appropriate.
Expected Outcomes (Perf. Measures)	Reducing Glendale's financial commitment to projects and moving forward additional projects currently delayed.

Time Commitment	The time commitment for this goal is ongoing.
Expected Challenges	Large Prop. 400 funding deficits.

FISCAL YEAR 2011

Area of Innovation:

- Reduced the subscription level for the legislative tracking database saving over $1,000.
- Instituted policy of double sided printing for large legislative bills, reducing paper usage significantly.

Accomplishments:

- Successful in getting annexation legislation passed by the state legislature to protect the City of Glendale.
- Successful in getting Maricopa Association of Governments to approve funding for the Northern Traffic Interchange saving Glendale approximately $10 million and increasing the Loop 101 HOV lane budget by $9 million to accommodate future construction of HOV ramps at Maryland Avenue.
- Secured a $150,000 public safety grant from the Governor's Public Safety Stabilization Program (ARRA funding).
- Successfully negotiated new Regional Public Transportation Authority Transit Life Cycle Program Policies that were most beneficial to Glendale totaling $37 million in services.

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	We were successful in getting annexation legislation passed by the state legislature to protect the City of Glendale. We successfully stopped many bills that would have had devastating financial impacts on Glendale. We were successful in protecting the state shared revenue streams from the budget cuts at the legislature.
Obstacles/Challenges	The legislature introduced an overwhelming amount of anti-city legislation.
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.
Was the goal met?	Yes.

What were the Performance Measures?	Contacted and met with all of the Congressional offices in the greater metropolitan area. Advocated for Glendale's priorities, resulting in the introduction of federal legislation to assist Glendale.
Obstacles/Challenges	The Congress put a one-year moratorium on earmarks and non discretionary spending.

FISCAL YEAR 2010

Area of Innovation:

- The department continued the process of assigning a key liaison for each department, a practice that has provided for more thorough and responsive engagement on issues of potential impact to the city.
- 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 ARRA 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 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 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.

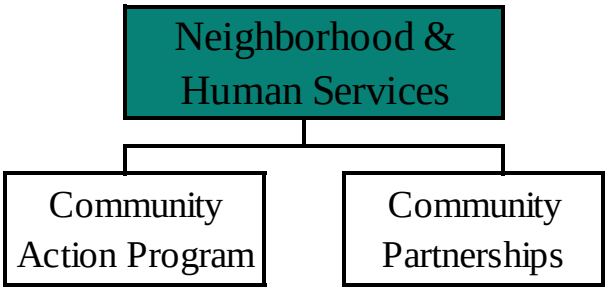
City of Glendale
Budget Summary by Department

Intergovt. Programs

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Intergovernmental Programs	$710,731	$721,549	$721,549	$686,721	-5%
Total - Intergovt. Programs	**$710,731**	**$721,549**	**$721,549**	**$686,721**	**-5%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$385,594	$426,547	$426,547	$427,410	0%
Supplies and Contracts	$319,861	$312,595	$312,595	$296,926	-5%
Internal Premiums	$4,082	$3,723	$3,723	$4,533	22%
Internal Service Charges	$1,194	$1,266	$1,266	$1,171	-8%
Work Order Credits		($22,582)	($22,582)	($43,319)	92%
Total - Intergovt. Programs	**$710,731**	**$721,549**	**$721,549**	**$686,721**	**-5%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Intergovernmental Programs	4	4	4	4	0%
Total -Intergovt. Programs	**4**	**4**	**4**	**4**	**0%**



NEIGHBORHOOD & HUMAN SERVICES

Cathy Gorham

Mission Statement:
Connecting people through the power of community.

Department Description:
The Neighborhood & Human Services Department consists of four divisions, all of which partner with the community to ensure neighborhoods, low-to-moderate income families, and individuals, have the resources they need for a quality of life that includes self-sufficiency, safe and decent housing, and connections to services provided by other non-profit agencies as necessary. 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 Program (CDBG) and other related federal programs. 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 Action Program administers the Community Services Block Grant (CSBG) and the Low Income Home Energy Assistance Program that provide utility payment assistance, rental assistance, and other homeless prevention services. The Neighborhood Partnership Office provides direct services to registered neighborhood associations throughout the city and is also responsible for the administration of Glendale University, the Homeowners' Association Training Academy, the Community Mediation Program, and the Community Volunteer Program.

FISCAL YEAR 2012

GOALS	
Goal	Continue neighborhood revitalization efforts using NSP 3 funding to improve affordable housing options for working families.
Related Council Goal	One community with strong neighborhoods.
Activities	Acquire vacant foreclosed residential property for rehabilitation and reselling. Leverage funds from the private and non profit sectors.

Expected Outcomes (Perf. Measures)	At least 15 properties will be rehabilitated and resold, depending on the market. These rehabilitated properties will provide more affordable housing options for residents.
Time Commitment	This grant to be administered and managed by existing staff, with the actual property acquisition and rehabilitation to be carried out by non-profit partners over a two-year time frame.
Expected Challenges	Market conditions and federal budget reductions.
Goal	Maintain the financial stability of both housing programs, Section 8 Housing Choice Voucher and Conventional Public Housing, while assisting the maximum number of families allowed by federal budget constraints.
Related Council Goal	One community that is fiscally sound.
Activities	Continue to lease 155 public housing apartments to receive ongoing rental income. To the extent allowed by the federal budget, partner with local landlords to maintain the availability of housing that is decent, safe, and affordable for low-and very low-income Glendale residents through the Section 8 voucher program.
Expected Outcomes (Perf. Measures)	Maintain public housing vacancy rates at HUD requirement of 3% or less. Maintain Section 8 voucher usage based on available federal program funding levels.
Time Commitment	The goal is an ongoing effort as the need for rental assistance has no time limit. The programs provide monthly rental assistance for as long as the family's needs require, and they are eligible.
Expected Challenges	Federal budget reductions related to the administrative fee for Section 8 vouchers.

FISCAL YEAR 2011

Area of Innovation:

- In the area of environmental review, Community Revitalization staff enacted a programmatic agreement with the State Historic Preservation Office, reducing approval turnaround from 60 days to two weeks. The clearance process was further streamlined and enhanced to identify any deficiencies in the process.
- Through the city's Innovate LEAN process, we reviewed procedural guidelines used by Housing Assistance Representatives and streamlined the incoming paper-flow process. A second LEAN process streamlined client intake procedures for the Community Action Program resulting in improved customer service and a step-by-step model for a new software application that meets state requirements.

Accomplishments:

- Community Housing Division was designated as a high-performer for the 18th consecutive fiscal year.
- The Neighborhood Partnership Division's Adopt-A-Neighborhood program matched faith based organizations with four challenged neighborhoods resulting in long-term relationships with focused volunteer and community service projects.
- Administered and assisted with processing $914,122 in Homeless Prevention Rapid Re-housing (HPRP) funds well ahead of the federal deadline. This performance was taken into account when the State of Arizona decided to provide the Community Action Program with an additional $316,000 in HPRP funding in March 2011.
- Through the first three quarters of FY 2011, 66 community volunteer projects were completed by 2,280 volunteers at a value of $188,700.

GOAL UPDATES	
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 non-profits in developing senior housing, and to administer homeless prevention funds for utility assistance and rapid rehousing.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	The mitigation of foreclosures continues with funds being used to purchase, rehabilitate, and resell properties. The first allocation of homeless prevention funds was expended by the Community Action Program and two partner nonprofits within one year. Two other non-profits have completed designs for two new senior housing complexes on vacant/blighted property.
What were the Performance Measures?	Out of 29 houses purchased and rehabilitated with federal funding, it is anticipated that we (all partners combined) will sell at least 18 houses by June 30, 2011. The full $914,122 in homeless prevention funds assisted 1,391 people.
Obstacles/Challenges	Mortgage qualification of customers and competing with private investors on the purchase of homes.
Goal	Maintain the financial stability of the Community Housing Division.
Related Council Goal	One community with high quality services for residents.
Was the goal met?	Yes, staff has continued to manage the programs efficiently.
What were the Performance Measures?	The payment of more than $7 million to Glendale landlords for housing assistance payments. Capital Funds received were used to improve the quality of housing available through the public housing program.
Obstacles/Challenges	Federal budget reductions coupled with an increase in rental payments due to the economic downturn may reduce the number of families that will receive assistance.

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.

City of Glendale
Budget Summary by Department

Comm. Action Program

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) CAP Local Match	$121,797	$129,280	$129,280	$129,859	0%
(1820) ACAA HEAF Program	$0	$0	$10,136	$10,136	NA
(1820) ACAA SRP Assistance	$0	$0	$59,441	$59,441	NA
(1820) ACAA SW Gas Assistance	$0	$0	$5,000	$5,000	NA
(1820) ACAA URRD Program	$0	$0	$36,732	$36,732	NA
(1820) Case Mgmt-LIHEAP Voucher	$0	$0	$805,544	$790,705	NA
(1820) Case Mgmt-NHN Voucher	$0	$0	$3,135	$3,135	NA
(1820) Case Mgmt-Qwest Admin	$0	$0	$3,919	$3,919	NA
(1820) Case Mgmt-TANF Admin	$0	$0	($12,475)	$179,549	NA
(1820) Case Mgmt-TANF Voucher	$0	$0	$45,000	$45,000	NA
(1820) Case Mgt-LIHEAP A16 Admin	$0	$0	$56,647	$56,647	NA
(1820) Case Mgt-LIHEAP Administration	$0	$0	$51,568	$51,568	NA
(1820) CM-LIHEAP Admin Contingency	$0	$0	$5,341	$5,341	NA
(1820) CM-LIHEAP Voucher Contigency	$0	$0	$90,718	$90,718	NA
(1820) Community Action Program (CAP)	$389,388	$412,557	$412,557	$0	-100%
(1820) Community Svcs Block Grant-Adm	$0	$0	$189,494	$265,153	NA
Total - Comm. Action Program	**$511,185**	**$541,837**	**$1,892,037**	**$1,732,903**	**220%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$359,981	$417,868	$817,654	$664,091	59%
Supplies and Contracts	$121,948	$117,486	$1,185,375	$1,172,718	898%
Internal Premiums	$5,522	$3,548	$3,548	$3,480	-2%
Internal Service Charges	$16,374	$16,633	$16,633	$16,980	2%
Operating Capital	$7,360			$0	
Work Order Credits		($13,698)	($131,173)	($124,366)	808%
Total - Comm. Action Program	**$511,185**	**$541,837**	**$1,892,037**	**$1,732,903**	**220%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1820) Case Mgmt-TANF Admin			3.5	3.5	
(1820) Community Action Program (CAP)	7	7			
(1820) Community Svcs Block Grant-Adm			3.5	3.5	
Total -Comm. Action Program	**7**	**7**	**7**	**7**	**0%**

City of Glendale
Budget Summary by Department

Comm. Partnerships

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Community Revitalization	$403,342	$334,195	$334,195	$507,275	52%
(1000) Neighborhood Partnership	$494,445	$364,615	$364,615	$455,321	25%
(1300) HOME Program	$1,116,060	$1,660,797	$568,296	$1,787,501	8%
(1310) NSP Programs	$2,237,449	$4,184,112	$2,066,215	$2,117,897	-49%
(1311) NSP III	$0	$0	$0	$3,368,377	NA
(1320) CDBG Programs	$2,254,658	$3,540,617	$1,816,988	$3,718,764	5%
(1830) Emergency Shelter Grant	$65,203	$98,278	$98,278	$98,278	0%
(1842) CDBG-R	$390,772	$140,000	$147,049	$60,000	-57%
(1842) Homeless Prevention HPRP	$550,108	$646,272	$364,015	$0	-100%
(2500) Community Housing	$14,604,880	$8,487,034	$12,587,034	$12,609,126	49%
Total - Comm. Partnerships	**$22,116,917**	**$19,455,920**	**$18,346,685**	**$24,722,539**	**27%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$2,568,635	$2,877,746	$3,130,351	$3,665,689	27%
Supplies and Contracts	$18,580,917	$16,296,550	$14,936,710	$20,831,081	28%
Internal Premiums	$100,978	$102,177	$102,177	$101,058	-1%
Internal Service Charges	$35,596	$36,972	$34,972	$33,232	-10%
Operating Capital	$949,861	$250,000	$250,000	$224,126	-10%
Work Order Credits	($119,070)	($107,525)	($107,525)	($132,647)	23%
Total - Comm. Partnerships	**$22,116,917**	**$19,455,920**	**$18,346,685**	**$24,722,539**	**27%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Community Revitalization	2	2	3	3	50%
(1000) Neighborhood Partnership	5.5	4	5.5	5.5	38%
(1320) CDBG Programs	8.75	8.75	8.75	8.75	0%
(2500) Community Housing	25	24	24	24	0%
Total -Comm. Partnerships	**41.25**	**38.75**	**41.25**	**41.25**	**6%**

City of Glendale
Budget Summary by Department

Comm. Services Adm

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Comm. Services Admin.	$308,017	$190,714	$190,714	$0	-100%
Total - Comm. Services Adm	**$308,017**	**$190,714**	**$190,714**		

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$301,002	$193,879	$193,879		
Supplies and Contracts	$5,046	$6,647	$6,647		
Internal Premiums	$1,622	$896	$896		
Internal Service Charges	$347	$172	$172		
Work Order Credits		($10,880)	($10,880)		
Total - Comm. Services Adm	**$308,017**	**$190,714**	**$190,714**		

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Comm. Services Admin.	2	1			
Total -Comm. Services Adm	**2**	**1**			

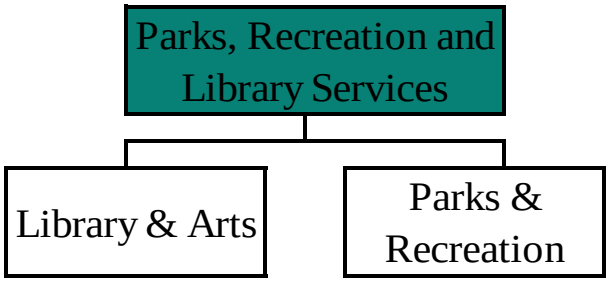
This department was rolled into the Community Partnerships Department budget and no longer exists. It is included in the FY 2012 budget book so that historical activity is correctly reflected.

City of Glendale
Budget Summary by Department

Neighborhood Imp Gr

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Neighborhood Improvement Grant	$267,700	$0	$0	$0	NA
Total - Neighborhood Imp Gr	**$267,700**				

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Supplies and Contracts	$149,422				
Operating Capital	$118,278				
Total - Neighborhood Imp Gr	**$267,700**				



PARKS, RECREATION & LIBRARY SERVICES

Erik Strunk

Mission Statement:

The mission of the Parks, Recreation and Library Services Department is two fold:

- 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.
- To empower our community by providing equitable access to information, technology, cultural, educational and life-enhancing materials and services, including a commitment to the public arts.

Department Description:

The parks and recreation system offers opportunities to enhance the social, physical, mental and economic health of the community through a variety of diverse programs. The system maintains, protects and manages public parks, open spaces, trails and aquatic and recreational facilities located throughout the community.

The public library system serves the needs of Glendale citizens by providing books, programming, audio/visual materials and electronic resources that inform, educate and entertain residents. The arts program administers the city's Public Art and Performing Arts Partnership Program.

FISCAL YEAR 2012

GOALS	
Goal	As a result of new federal regulation requirements, the Parks & Recreation Department must conduct a comprehensive assessment of the existing conditions of all parks and facilities related to the Americans with Disabilities Act (ADA). The assessment will identify the physical obstacles, describe the methods to make the facilities accessible, provide a schedule for making the access modifications and indicate what department is responsible for the implementation of the plan.
Related Council Goal	One community with high quality services for citizens.
Activities	Work cooperatively with Field Operations and Engineering

	Departments to engage a consultant to assess all parks, recreation centers, and facility accessibility to ensure compliance with the new federal regulations.
Expected Outcomes (Perf. Measures)	Complete an assessment by March 12, 2012.
Time Commitment	Eight months to engage the consultant; provide onsite support and accept final plan recommendations.
Expected Challenges	Lack of funding.
Goal	Implement technology strategies that increase efficiency, service and responsiveness to the community so that library users will be able to access digital resources and information through a reliable, up-to-date technical infrastructure.
Related Council Goal	One community with high quality services for citizens.
Activities	• Maintain a robust and reliable system for delivering information resources and library system services. • Improve our library's online presence to better position the library as a local information provider. • Continuously survey the evolving technology landscape for appropriate applications and prudently pilot new technologies. • Replace the aging integrated library system as funding and/or other opportunities become available.
Expected Outcomes (Perf. Measures)	• Streamline the library's network by purchasing a more robust server to replace four aging servers in order to provide uninterrupted services to the community. • Increase bandwidth from 20 to 30 mbps in order to support staff and public needs in FY 2012. • When annually surveyed, 80% of library users will indicate knowledge of library's web presence. • Library users will be surveyed semi annually to determine community technology interests, needs and trends. • Investigate funding options for replacing aging integrated library system.
Time Commitment	This goal is ongoing. Technology continues to evolve and the department must evolve with it. Some of the expected outcomes are currently being accomplished; however, others must be phased over the next several years.
Expected Challenges	Budgetary constraints continue to be a challenge; however, we will continue to apply for appropriate grant opportunities, phase projects when appropriate, and continue to seek creative and innovative solutions.

FISCAL YEAR 2011

Area of Innovation:

- Parks maintenance staff designed new "no spin" toilet paper dispensers for use in parks with restroom facilities. This has created a savings in the use of toilet paper, reduced travel time needed to service restrooms, and provides parks maintenance staff with more time to maintain the city's parks and recreational sites for our residents.
- The library staff examined the steps taken from the time a patron returns an item to the library to the moment it is placed on a cart to be re-shelved. Results of the analysis included the elimination of eight steps, with an estimated savings of 7,287 staff hours annually. This savings has resulted in the provision of additional direct services that benefit all library system patrons.

Accomplishments:

- A $3.2 million renovation of the Sahuaro Ranch Sports Complex was completed in April 2011. The renovation included replacing the entire sprinkler irrigation system, new athletic field lighting, new infield soil and outfield turf, new fencing and backstops, additional spectator shade, enhanced landscaping, additional pedestrian walkways, and an entirely new facility drainage plan.
- The library secured a $59,216 Library Services and Technology Act (LSTA) grant from the Arizona State Library, Archives and Public Records Agency. The "Read and Play With Me at Glendale Public Libraries" grant provides funding to help parents and caregivers become their children's first and most important teachers, with the aim of better preparing children for the formal learning environment.
- Vehicles assigned to crew leaders in the parks system are now equipped with laptop computers. This has allowed them to be in the field more frequently and respond to citizen concerns in a more efficient manner. The computers are equipped with aerial photography which provides instant access to park topography and infrastructure data. Data can be exchanged between staff and/or citizens instantly, resulting in immediate and more detailed responses.
- The library implemented a new online payment system to allow patrons to pay their fines and fees by credit card.

GOAL UPDATES	
Goal	Complete the Parks and Recreation Master Plan update.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes, on March 7, 2011, the Park and Recreation Advisory Commission unanimously approved the updated master plan recommendations and motioned to forward the plan to the City Council for its approval and adoption.
What were the Performance Measures?	Complete a Parks Master Plan update by December 2010.
Obstacles/Challenges	Coordination and quality control with consultants.

Goal	Department actively supports and contributes to the Community Services Group hybrid action teams.
Related Council Goal	One community committed to public safety.
Was the goal met?	Partially, patrons have reported an 80% satisfactory rating for security on the library's annual survey. However, security personnel were present for only 66% of documented incident reports to date.
Was the goal met? Cont.	
What were the Performance Measures?	Patrons rate an 80% satisfactory rating for security on the library's annual survey; security guards are present when 80% of the recorded incidents occur.
Obstacles/Challenges	Availability of security staff when incidents are taking place.
Goal	Actively support and contribute to connecting people, with the power of community.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, library and parks staff participated in various outreach efforts throughout the year and partnered with a number of community organizations and agencies. Examples would include: the United Way for family story times at Velma Teague, HeadStart, West Valley Cancer Connection for Community Outreach, participating in an outreach event at Clavelito Park for public housing residents, partnering in the "My Community" calendar, Culture Pass (and the participating organizations such as Phoenix Art Museum, Arizona Science Center, etc.); Glendale Convention and Visitors' Bureau—along with downtown businesses—for the Mother's Day Celebration and book drive. Various Parks and Recreation staff members participated in developing new neighborhood outreach strategies; researching alternative funding sources; and created and distributed a new quarterly "My Community" publication for Glendale residents.
What were the Performance Measures?	Department staff attended over 15 civic, school and community forums in Glendale and elsewhere in the Valley and collaborated with 10 community organizations agencies to assist them to achieve their goals.
Obstacles/Challenges	Sufficient staffing continues to poses a challenge when implementing outreach programs for the community.

FISCAL YEAR 2010

Area of Innovation:

- The Parks & Recreation 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 in downtown. Eight different egg hunts were scheduled throughout the morning for various age groups. 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.
- $431,831 in stimulus funding was secured through the Energy Efficiency Conservation Block Grant (EECBG) to update the Main Library's outdated and inefficient 23-year old fluorescent lighting system. It is estimated that the change to new 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.

Accomplishments:

- The Library & Arts Department completed an analysis of its organizational structure and core services. A reorganization of the department was completed to reflect financial realities and the current and future needs of the community and department. For example, the library had 12.5 retirements and a 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.
- 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 Division for Earth Day and 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.
- The library secured a $54,882 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.

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.
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.
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	After much trial and error, it was determined that the centralized calling system was not beneficial to our patrons and was discontinued.
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 was completed and dedicated on January 4, 2011.
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 has been assigned to the Arts Maintenance Division on a part-time basis to carry out the arts program.

City of Glendale
Budget Summary by Department

Library & Arts

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Arts Maintenance - Admin.	$121,832	$31,763	$31,763	$30,302	-5%
(1000) Library	$7,135,861	$6,044,112	$6,044,112	$5,655,581	-6%
(1220) Arts Maintenance	$40,518	$127,787	$127,787	$127,787	0%
(1260) Library Book Fund	$44,645	$142,223	$142,223	$142,223	0%
(1260) Library Special Revenue	$128,726	$105,150	$105,150	$105,150	0%
(1840) Grant Approp - Library	$92,169	$550,000	$550,000	$550,000	0%
Total - Library & Arts	**$7,563,751**	**$7,001,035**	**$7,001,035**	**$6,611,043**	**-6%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$6,038,163	$5,225,252	$5,225,252	$5,135,564	-2%
Supplies and Contracts	$1,329,851	$1,832,696	$1,832,696	$1,779,023	-3%
Internal Premiums	$127,617	$147,633	$147,633	$121,746	-18%
Internal Service Charges	$68,120	$56,315	$56,315	$52,350	-7%
Work Order Credits		($260,861)	($260,861)	($477,640)	83%
Total - Library & Arts	**$7,563,751**	**$7,001,035**	**$7,001,035**	**$6,611,043**	**-6%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Arts Maintenance - Admin.	1				
(1000) Library	86.76	69.26	70.13	70.13	1%
Total -Library & Arts	**87.76**	**69.26**	**70.13**	**70.13**	**1%**

City of Glendale
Budget Summary by Department

Parks & Recreation

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Adult Center	$373,567	$485,907	$485,907	$484,688	0%
(1000) Aquatics	$373,503	$221,959	$221,959	$218,251	-2%
(1000) Audio/Visual	$211,025	$0	$0	$0	NA
(1000) Copper Canyon HS Youth Dev Prg	$942	$0	$0	$0	NA
(1000) Foothills Recreation Center	$1,429,426	$1,562,987	$1,562,987	$1,426,274	-9%
(1000) Glendale Community Center	$174,166	$136,070	$136,070	$129,873	-5%
(1000) Historic Sahuaro Ranch	$315,483	$242,300	$242,300	$231,126	-5%
(1000) Marketing - Parks & Rec	$175,387	$146,670	$146,670	$139,706	-5%
(1000) Park Irrigation	$281,613	$252,116	$252,116	$242,779	-4%
(1000) Park Rangers	$260,145	$265,687	$265,687	$259,807	-2%
(1000) Parks & Recreation Admin.	$243,139	$240,308	$240,308	$139,186	-42%
(1000) Parks CIP & Planning	$298,995	$180,341	$180,341	$174,510	-3%
(1000) Parks Maintenance	$3,725,971	$3,254,902	$3,326,902	$3,208,114	-1%
(1000) Pool Maintenance	$257,481	$196,824	$196,824	$187,553	-5%
(1000) Recreation Support Services	$933,309	$840,636	$838,034	$793,122	-6%
(1000) Special Events and Programs	$184,745	$94,157	$94,157	$86,276	-8%
(1000) Sports and Health	$316,697	$403,116	$403,116	$392,850	-3%
(1000) Youth and Teen	$418,610	$512,548	$512,548	$530,707	4%
(1280) YSC - Parks & Rec	$246,571	$262,000	$262,000	$262,000	0%
(1840) Grant Approp - Parks & Rec	$63,876	$550,000	$550,000	$550,000	0%
(1880) Adult Center Self Sustaining	$149,973	$135,000	$135,000	$117,000	-13%
(1880) Aquatic Self Sustaining	$81,695	$92,919	$92,919	$90,001	-3%
(1880) Glendale Community Center	$861	$5,000	$5,000	$5,000	0%
(1880) Rec Self Sust-Administration	$17,296	$15,000	$15,000	$15,360	2%
(1880) Rec Self Sust-Audio/Visual	$18,806	$0	$0	$0	NA
(1880) Rec Self Sust-Foothills Rec	$233,355	$272,748	$272,748	$254,893	-7%
(1880) Recreation Self-Sustaining	$0	$0	$0	$15,000	NA
(1880) Spec Events & Prgm Self Sust	$62,077	$73,363	$73,363	$34,999	-52%
(1880) Sports Self Sustaining	$179,865	$249,922	$249,922	$228,364	-9%
(1880) Youth and Teen Self Sustaining	$303,547	$326,735	$326,735	$312,584	-4%
(1885) Apollo Pool Repair	$7,080	$19,000	$19,000	$19,000	0%
(1885) Cactus Pool Repair	$54,802	$20,000	$20,000	$20,000	0%
(1885) Cardinal Pool Repair	$5,161	$19,000	$19,000	$19,000	0%
(1885) Dedicate A Tree	$238	$5,000	$5,000	$5,000	0%
(1885) Desert Gardens Park	$2,938	$7,000	$7,000	$7,000	0%
(1885) Desert Mirage Park	$0	$7,000	$7,000	$7,000	0%
(1885) Desert Valley Park	$1,555	$2,000	$2,000	$2,000	0%
(1885) Discovery Park	$0	$7,000	$7,000	$7,000	0%
(1885) Elsie McCarthy Pk. Maint	$19,958	$44,038	$44,038	$44,038	0%
(1885) GCC Pool Repair	$116	$0	$0	$0	NA
(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	$4,082	$30,200	$30,200	$30,200	0%
(1885) O'Neil Park Maintenance	$0	$4,800	$4,800	$4,800	0%
Total - Parks & Recreation	**$11,428,056**	**$11,196,253**	**$11,265,651**	**$10,707,061**	**-4%**

City of Glendale
Budget Summary by Department

Parks & Recreation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$7,157,510	$6,846,982	$6,850,917	$6,575,527	-4%
Supplies and Contracts	$3,724,091	$4,044,704	$4,112,976	$4,014,809	-1%
Internal Premiums	$212,407	$212,253	$212,253	$193,470	-9%
Internal Service Charges	$351,767	$368,355	$365,546	$369,181	0%
Operating Capital	$30,282				
Work Order Credits	($48,001)	($276,041)	($276,041)	($445,926)	62%
Total - Parks & Recreation	**$11,428,056**	**$11,196,253**	**$11,265,651**	**$10,707,061**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Adult Center	6	8	8	8	0%
(1000) Aquatics	1	1	1	1	0%
(1000) Audio/Visual	2				
(1000) Foothills Recreation Center	10	8	7.75	7.75	-3%
(1000) Glendale Community Center	3	2	2	2	0%
(1000) Historic Sahuaro Ranch	3	3	3	3	0%
(1000) Marketing - Parks & Rec	1	1.75	1.75	1.75	0%
(1000) Park Irrigation	4	3	3	3	0%
(1000) Park Rangers	5	3	3	3	0%
(1000) Parks & Recreation Admin.	2	2	1	1	-50%
(1000) Parks CIP & Planning	3	2	2	2	0%
(1000) Parks Maintenance	27	23	20	20	-13%
(1000) Pool Maintenance	3	2	2	2	0%
(1000) Recreation Support Services	8	6	6	6	0%
(1000) Special Events and Programs	2	1	1	1	0%
(1000) Sports and Health	5	5	5	5	0%
(1000) Youth and Teen	8.25	6.5	6.75	6.75	4%
(1880) Rec Self Sust-Foothills Rec		1	1	1	0%
(1880) Sports Self Sustaining		1	1	1	0%
(1880) Youth and Teen Self Sustaining	5	5	5	5	0%
Total -Parks & Recreation	**98.25**	**84.25**	**80.25**	**80.25**	**-5%**

POLICE SERVICES

Chief Steve Conrad

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

Department Description:
The Glendale Police Department is committed to preventing crime, maintaining order, and providing support to numerous events held within the city. 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. Emphasis is placed on progressive, innovative techniques and emerging technologies in order to accomplish our mission. A partnership with our citizens and consistent engagement of our community allow us to formulate policing strategies that are critical to our mission. The Glendale Police Department provides the most effective possible response to law enforcement emergencies, neighborhood problems and the enforcement of traffic laws, ensuring that Glendale continues to be a desirable place to live, raise a family, educate, recreate and do business. Everything done, collectively or individually, is done in accordance with department values and objectives.

FISCAL YEAR 2012

GOALS	
Goal	Enhance response to crime.
Related Council Goal	One community focused on public safety.
Activities	• Identify and arrest more repeat offenders. • Enhance victim services and communications. • Target and attack crime in “hotspots” through analysis of patterns and trends.
Expected Outcomes (Perf. Measures)	Reduce Part I crimes by 5%. Part I crimes are those crimes that involve murder, rape, robbery, aggravated assault, burglary, theft auto theft and arson.
Time Commitment	This goal involves an ongoing time commitment. Efforts to reduce crime are a constant goal in order to improve the lives of the public.
Expected Challenges	Economic conditions require the evaluation and implementation of more efficient and effective crime prevention and control strategies.
Goal	Enhance community outreach.

Related Council Goal	One community focused on public safety
Activities	• Increase promotion of Neighborhood Watch Groups • Increase direct contact with citizens and organized citizen groups. • Conduct Citizen Customer Service Survey • Improve Volunteer Program participation.
Expected Outcomes (Perf. Measures)	Increase citizen contacts through increased programming and increased participation.
Time Commitment	This goal involves an ongoing time commitment. The Glendale Police promote the Community Policing philosophy that seeks to actively involve the community in the development and application of strategies to address public safety issues.
Expected Challenges	Strained resources may adversely impact the ability to dedicate desired time to outreach efforts in order to respond to priority calls for service.

FISCAL YEAR 2011

Area of Innovation:

- Smart Policing Initiative – Partnering with the ASU's Center for Violence Prevention and Community Safety with a grant from the Bureau of Justice Assistance (BJA) the department used community policing problem solving methods to target and reduce crime and disorder. Multifaceted approaches addressed neighborhood crime problems resulting in significant crime reductions.
- Restructured Approach to Investigations – A Night Detective Squad was created to enhance response to high profile crimes after hours. Property Crime detectives were assigned to the Patrol Divisions to improve coordination with patrol officers.
- External Partnerships - The Criminal Investigations Division is in the process of developing a formal ongoing partnership with the Federal Bureau of Investigations, the U.S. Secret Service, and the U.S. Marshals Service to aide in the enhanced service to victims of crime within Glendale.
- In-Car Video Cameras – A COPS Office grant enabled the installation of in-car video cameras in department patrol vehicles enhancing officer safety, accountability, and prosecutions.

Accomplishments:

- Glendale was recognized as one of the Top 10 Safest Cities in America by Forbes Magazine based on violent crime rates and fatal traffic accidents. Violent crime (murder, rape, robbery and aggravated assault) declined 14% in 2010. Three of four categories of property crime (burglary, auto theft and arson) declined 15.6%.
- The Department secured three grants to assist funding replacement of the current

CAD/RMS hardware and software which are over 20 years old. Officers now have more access to information through the newly activated access to the Justice Web Interface, COPLINK and WISE-Net.

- Patrol Commanders continue to meet regularly with citizen groups who act in an advisory capacity providing information and input on community concerns. Patrol Divisions host quarterly meetings with citizens to discuss crime trends and provide crime prevention options.

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?	Violent crimes (murder, rape, robbery and aggravated assaults) declined 14% in 2010. Property crime of burglary, stolen vehicles and arson are down by at total of 15.6%.
Obstacles/Challenges	Economic conditions required organizational and procedural changes in order to maintain services.
Goal	Enhance community outreach.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Thirty seven new Neighborhood Watch groups were formed and department personnel significantly increased public contacts through meetings and presentations. Citizens contributed more then 12,000 hours of service to the department.
Obstacles/Challenges	Finding new and innovative ways to engage and involve the public.

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.

City of Glendale
Budget Summary by Department

Police Department

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Central Patrol Bureau	$10,566,204	$10,515,737	$10,515,737	$10,712,033	2%
(1000) Crime Investigations	$8,205,705	$8,267,040	$8,267,040	$8,487,109	3%
(1000) Foothills Patrol Bureau	$10,022,820	$9,724,831	$9,724,831	$10,480,476	8%
(1000) PD - Communications	$2,483,382	$2,364,899	$2,364,899	$2,255,017	-5%
(1000) PD - Detention	$2,064,559	$1,339,259	$1,339,259	$1,097,144	-18%
(1000) PD - Emergency Management	$0	$798,161	$798,161	$737,610	-8%
(1000) PD - Fiscal Management	$1,386,464	$2,568,104	$2,568,104	$2,839,755	11%
(1000) PD - Special Operations	$4,770,310	$4,241,005	$4,241,005	$4,460,707	5%
(1000) PD - Tow Administration	$103,795	$61,063	$61,063	$44,128	-28%
(1000) Police Administration	$2,800,306	$2,838,805	$2,838,805	$2,377,837	-16%
(1000) Police Legal Services	$206,738	$145,530	$26,872	$4,467	-97%
(1000) Police Personnel Management	$2,619,168	$2,359,090	$2,359,090	$2,232,275	-5%
(1000) Police Support Services	$1,869,290	$1,335,121	$1,335,121	$1,330,181	0%
(1000) PS Training Ctr - Police	$619,583	$577,227	$577,227	$577,227	0%
(1281) PD - Fiesta Bowl Event	$268,125	$401,268	$401,268	$401,268	0%
(1281) Stadium - PD Event Staffing	$1,501,860	$1,341,354	$1,341,354	$1,343,947	0%
(1282) Arena-PD Event Staffing	$495,334	$836,831	$836,831	$838,135	0%
(1700) Patrol - Special Revenue Fund	$9,433,739	$12,586,512	$12,586,512	$14,173,737	13%
(1840) Grant Approp - Police Dept	$2,032,316	$4,500,000	$4,500,000	$4,500,000	0%
(1840) Victim Rights - PD	$76,201	$102,667	$102,667	$104,752	2%
(1840) VOCA	$114,309	$117,206	$117,206	$95,482	-19%
(1842) JAG Recovery Act	$0	$740,863	$0	$740,863	0%
(1842) PSSP Police OT Grant	$0	$0	$0	$75,000	NA
(1842) Stop Violence - Women	$52,219	$115,978	$0	$84,742	-27%
(1860) Federal RICO	$26	$225,000	$225,000	$225,000	0%
(1860) State RICO	$1,208,209	$1,099,389	$1,099,389	$3,670,053	234%
(2530) PS Training Ops - Police	$309,425	$331,162	$331,162	$326,041	-2%
Total - Police Department	**$63,210,087**	**$69,534,102**	**$68,558,603**	**$74,214,986**	**7%**

City of Glendale
Budget Summary by Department

Police Department

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$52,013,657	$53,224,454	$53,105,796	$58,201,898	9%
Supplies and Contracts	$7,556,217	$12,348,928	$11,227,087	$14,341,705	16%
Internal Premiums	$2,011,231	$2,403,323	$2,403,323	$2,201,890	-8%
Internal Service Charges	$1,886,957	$2,382,238	$2,382,238	$2,147,695	-10%
Operating Capital	$115,146	$102,074	$367,074	$429,786	321%
Work Order Credits	($373,121)	($926,915)	($926,915)	($3,107,988)	235%
Total - Police Department	**$63,210,087**	**$69,534,102**	**$68,558,603**	**$74,214,986**	**7%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Central Patrol Bureau	120	120	118	118	-2%
(1000) Crime Investigations	85	83	85	85	2%
(1000) Foothills Patrol Bureau	116	110	115	115	5%
(1000) PD - Communications	35.5	32.5	30.5	30.5	-6%
(1000) PD - Detention	13	10	9	9	-10%
(1000) PD - Emergency Management		6	6	6	0%
(1000) PD - Special Operations	44	38	39	39	3%
(1000) PD - Tow Administration	1	1	1	1	0%
(1000) Police Administration	26	19	21	21	11%
(1000) Police Legal Services	2	1			
(1000) Police Personnel Management	29	25	24	24	-4%
(1000) Police Support Services	31.5	19.5	24.5	24.5	26%
(1281) Stadium - PD Event Staffing	2	2	2	2	0%
(1282) Arena-PD Event Staffing	1	1	1	1	0%
(1700) Patrol - Special Revenue Fund	118	118	118	118	0%
(1840) Victim Rights - PD	1	1	1	1	0%
(1840) VOCA	1	1	1	1	0%
(1860) State RICO	0.5	0.5	0.5	0.5	0%
(2530) PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	**628.5**	**590.5**	**598.5**	**598.5**	**1%**

City of Glendale
Budget Summary by Department

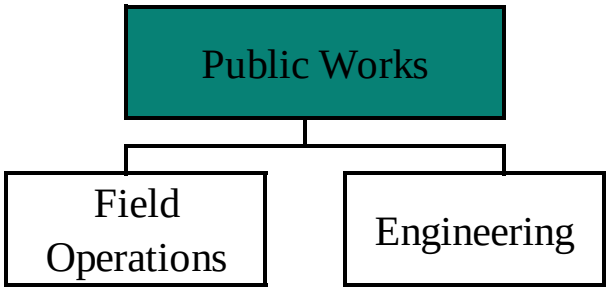
Homeland Security

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Emergency Operations Ctr (EOC)	$661,429	$0	$0	$0	NA
(1000) Homeland Security Admin.	$120,573	$0	$0	$0	NA
Total - Homeland Security	**$782,002**				

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$524,203				
Supplies and Contracts	$221,337				
Internal Premiums	$6,413				
Internal Service Charges	$30,049				
Total - Homeland Security	**$782,002**				

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Emergency Operations Ctr (EOC)	6				
(1000) Homeland Security Admin.	1				
Total -Homeland Security	**7**				

This department was rolled into the Police Services Department budget and no longer exists. It will be published for the final time in the FY 2012 budget book so that historical activity from FY 2010 is correctly reflected.



FIELD OPERATIONS

Stuart Kent

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

Department Description:
The Field Operations Department provides essential services that directly impact the community and provides support to other departments within the organization. The department's core functions include: Solid Waste Collection for residential and commercial customers, curbside recycling for single-family homes, household hazardous waste pick-up, residential loose trash collection and street sweeping. Solid waste disposal services are provided at the Glendale Municipal Landfill and Materials Recovery Facility. Street Maintenance functions include street and concrete repair, right-of-way beautification, and graffiti removal, as well as burial services at the Glendale Memorial Cemetery. Equipment Management maintains a fleet of over 1,200 city vehicles allowing police, fire, streets, sanitation, utilities and other city services to be provided to the community. Facilities Management maintains over 102 buildings totaling approximately 1.8 million gross square feet so that customers and city employees can conduct business in a clean and professional setting. Administrative services provides leadership and professional support to the department's internal operations, and interacts with City Council, city departments, the community, and other governmental agencies and public entities.

FISCAL YEAR 2012

GOALS	
Goal	Increase fleet fuel efficiency.
Related Council Goal	One community that is fiscally sound.
Activities	Perform preventative maintenance on schedule. Maintain proper tire pressures. Improve on fuel reporting accuracy. Reduce vehicle idling time. Increase use of Motor Pool operations. Purchase new fuel efficient vehicles.

Expected Outcomes (Perf. Measures)	5% reduction in total fuel used resulting in approximately 37,000 gallons saved annually.
Time Commitment	Ongoing - goal requires work throughout the year and will be evaluated monthly.
Expected Challenges	Maintaining fuel reporting accuracy with older fuel dispensing and tracking equipment that requires regular monitoring and adjustment. Educating fleet vehicle users to encourage support of ongoing fleet fuel reduction initiatives.
Goal	Reduce costs of solid waste collection operations without compromising the high level of service provided.
Related Council Goal	One community with high quality services for citizens.
Activities	Analyze routes using tools such as GPS technology and the Landfill scale system to determine efficiency of routing and customer distribution throughout the city.
Expected Outcomes (Perf. Measures)	Supervisors and superintendent will review internal operational reports, expenditures, and customer comments to evaluate progress toward the goal. By maximizing route efficiencies and eliminating redundancies, the division can realize potential savings in fuel, labor and equipment O and M.
Time Commitment	This will be an ongoing effort and should continue even after the initial changes are made to ensure that the division is reaching maximum savings potential.
Expected Challenges	Equipment operators will need to learn new routes and new business practices.
Goal	Manage the city's pavement infrastructure through ongoing maintenance and repair of up to twenty-one miles of collector/residential streets.
Related Council Goal	One community with high-quality services for citizens.
Activities	Complete all localized asphalt repairs, the sealing of surface cracks and the application of a full width surface treatment.
Expected Outcomes (Perf. Measures)	Complete preparation and surface treatment of up to twenty-one miles of collector/residential streets. Surface treatments extend the useful life of roadways and provide a smooth surface for motorists.
Time Commitment	The surface treatment and all of the preparatory activities are expected to be completed by the end of the fiscal year. As an ongoing effort, some activities are performed in a given year in preparation for projects taking place the following year.

Expected Challenges	Coordination of staff and contractor activities to provide a timely and minimally intrusive service for the residents.

FISCAL YEAR 2011

Area of Innovation:

- As a result of the Innovate Process, the Equipment Management Division consolidated the vehicle replacement fund database with the fleet management system to eliminate a need to enter duplicate information in multiple systems. The change reduces the time needed to process new vehicles and the possibility of input errors.
- Solid Waste Collection is utilizing GPS technology on the sanitation fleet to achieve operational efficiencies and cost savings.
- Effective April 4, 2011, the Materials Recovery Facility (MRF) expanded the list of accepted recyclable items to include any plastic that is marked as a 1-7. The MRF is able to add plastics # 3-7 to the processing line without making any modifications to the existing equipment. This change in business practice will allow residents to place more recyclable items into their cans and save valuable landfill space.

Accomplishments:

- Equipment Management effectively maintained the city fleet with a 20% reduction in shop staffing. Fleet vehicle availably remained high and annual fleet maintenance costs were reduced by over $300,000. Additionally, the division fully implemented the operation of 22 Motor Pool vehicles at two locations. The establishment of the Motor Pool was instrumental in allowing departments to turn in over 100 vehicles as part of ongoing budget reductions.
- New technology has allowed for improved sanitation fleet management resulting in fewer miles driven, increased customer service and overall fuel savings. This new technology has contributed to a 4% decrease in miles driven and 7% less fuel being used. Essentially, sanitation has been able to service the same community driving approximately 50,000 fewer miles and using 30,000 fewer gallons of gas through identified route efficiencies and revised collection practices. The technology has also allowed for fewer missed containers and streets during collections, resulting in fewer customer complaints. Operational improvements have contributed to a fuel cost savings of approximately $96,000.
- In November 2010, the landfill entrance signalization project was completed at the MRF. The improvement allows traffic to safely enter the landfill with a deceleration lane and a safe exit from the landfill with a traffic signal.
- Streets Maintenance completed the asphalt overlay of a small group of residential streets using CDBG.

GOAL UPDATES	
Goal	Reduce contamination received by recycling facility.

Related Council Goal	One community for high quality services for citizens.
Was the goal met?	No.
What were the Performance Measures?	Recycling contamination rate is reviewed each month in conjunction with MRF processing operations.
Obstacles/Challenges	Recycling contamination has seemed to increase in conjunction with the current economic conditions as homeowners/tenants use recycling containers for refuse as they vacate residences.
Goal	Complete an audit of the vehicle replacement fund to evaluate sustainability and financial health.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Goal is on hold pending funding availability.
What were the Performance Measures?	Review recommendations of audit report.
Obstacles/Challenges	Funding is not available for the foreseeable future.

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.

City of Glendale
Budget Summary by Department

Field Operations

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Cemetery	$207,580	$233,250	$233,250	$221,401	-5%
(1000) Custodial Services	$1,130,293	$1,043,615	$1,043,615	$890,900	-15%
(1000) Downtown Parking Garage	$80,639	$102,859	$102,859	$82,859	-19%
(1000) Facilities Management	$4,538,627	$3,361,963	$3,361,963	$3,774,973	12%
(1000) Field Operations Admin.	$1,030,030	$627,170	$627,170	$610,971	-3%
(1000) Graffiti Removal	$236,002	$292,797	$292,797	$234,496	-20%
(1000) Manistee Ranch Maintenance	$4,908	$5,113	$5,113	$5,113	0%
(1040) Equipment Management	$3,812,363	$3,959,223	$3,993,158	$3,810,623	-4%
(1040) Fuel Services	$2,740,215	$3,303,176	$3,269,241	$3,303,029	0%
(1040) Parts Store Operations	$1,375,625	$1,818,371	$1,818,371	$1,820,397	0%
(1120) Equipment Replacement	$1,762,518	$3,029,741	$2,959,741	$3,029,742	0%
(1280) YSC - Facilities Mgt.	$52,485	$65,000	$65,000	$60,000	-8%
(1282) Arena - ROW Maintenance	$35,574	$49,966	$49,966	$49,966	0%
(1340) Right-of-Way Maintenance	$2,294,458	$2,026,279	$2,116,279	$2,084,123	3%
(1340) Street Cleaning	$141,603	$0	$0	$0	NA
(1340) Street Maintenance	$2,850,276	$2,687,943	$2,597,943	$2,350,017	-13%
(2440) Gas Management System	$139,306	$169,400	$169,400	$169,400	0%
(2440) Landfill	$4,079,685	$2,926,869	$3,121,513	$3,162,699	8%
(2440) MRF Operations	$1,800,754	$2,223,685	$1,764,571	$2,021,336	-9%
(2440) Recycling	$772,004	$940,620	$904,328	$937,523	0%
(2440) Solid Waste Admin	$578,055	$782,455	$787,207	$808,184	3%
(2480) Curb Service	$6,624,900	$6,960,004	$6,960,004	$7,548,223	8%
(2480) Residential-Loose Trash Collec	$2,402,881	$2,500,010	$2,551,090	$2,802,234	12%
(2480) Sanitation Frontload	$3,132,858	$3,493,979	$3,493,979	$3,435,176	-2%
(2480) Sanitation Roll-off	$713,495	$939,201	$863,893	$795,098	-15%
(2530) PS Training Ops - Fac. Mgmt.	$513,955	$353,664	$353,664	$455,462	29%
Total - Field Operations	**$43,051,089**	**$43,896,353**	**$43,506,115**	**$44,463,945**	**1%**

City of Glendale
Budget Summary by Department

Field Operations

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$15,888,979	$15,400,117	$15,376,778	$14,960,539	-3%
Supplies and Contracts	$15,637,452	$15,733,834	$15,443,074	$15,630,328	-1%
Internal Premiums	$754,618	$806,039	$806,039	$789,517	-2%
Internal Service Charges	$9,043,192	$9,736,704	$9,660,565	$10,787,974	11%
Operating Capital	$1,734,211	$2,884,741	$2,884,741	$2,954,742	2%
Work Order Credits	($7,363)	($665,082)	($665,082)	($659,155)	-1%
Total - Field Operations	**$43,051,089**	**$43,896,353**	**$43,506,115**	**$44,463,945**	**1%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Cemetery	2	2	2	2	0%
(1000) Custodial Services	20	18	15	15	-17%
(1000) Facilities Management	21	17	16	16	-6%
(1000) Field Operations Admin.	8	2	2	2	0%
(1000) Graffiti Removal	4	3	3	3	0%
(1040) Equipment Management	40	36	33	33	-8%
(1040) Parts Store Operations	1	1	1	1	0%
(1340) Right-of-Way Maintenance	16	13	13	13	0%
(1340) Street Cleaning	3				
(1340) Street Maintenance	35	28	27	27	-4%
(2440) Landfill	19	19	19	19	0%
(2440) MRF Operations	11	11	11	11	0%
(2440) Recycling	6	6	6	6	0%
(2440) Solid Waste Admin	5	8	8	8	0%
(2480) Curb Service	40	40	40	40	0%
(2480) Residential-Loose Trash Collec	20	21	21	21	0%
(2480) Sanitation Frontload	15	15	15	15	0%
(2480) Sanitation Roll-off	5	4	3	3	-25%
(2530) PS Training Ops - Fac. Mgmt.	4	2	4	4	100%
Total -Field Operations	**275**	**246**	**239**	**239**	**-3%**

ENGINEERING

Larry Broyles

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.

Department Description:
The Engineering Department ensures citizen safety and high quality of life by providing properly designed, constructed and inspected public facilities and right-of-way infrastructure. In addition, Engineering supports other city departments when undertaking capital improvement projects. The Engineering Department also oversees the city-adopted National Flood Insurance Program (NFIP), which provides flood insurance to property owners which protects them against flood losses through the Community Rating System (CRS) program. The Engineering Department enforces the floodplain management ordinances and annually certifies our compliance with the credited activities required to maintain a healthy CRS rating. The Engineering Department is also responsible for maintaining records of all of the city's property, mapping of all of our infrastructure, and drawings of all of the city facilities.

FISCAL YEAR 2012

GOALS	
Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Activities	• Procure and manage engineering and construction consultant services for all city departments for the city's capital and operating projects. • Provide engineering design services for various capital projects. • Provide engineering inspections services for various capital projects. • Provide monthly project updates to department clients and to citizens through website.
Expected Outcomes (Perf. Measures)	• Complete 90% of the projects with an 85% and above satisfaction rating from the clients. • Complete 91% of the project updates for the website within the first five (5) days of every month.
Time Commitment	The goal is an ongoing effort; the completion of a project depends on the scope of work and it varies from three months to three years per project.

Expected Challenges	The current reduction of personnel and capital resources could impact the timely delivery of the goal.
Goal	Ensure all private development projects constructed within Glendale are reviewed in a timely manner (plan review within 20 working days and material inspection within 48 hours).
Related Council Goal	One community with high quality services for citizens.
Activities	• Provide plan review for drainage, grading, and right of way construction plans that come to the city for review. • Provide material testing services of soils, concrete, aggregate and asphalt.
Expected Outcomes (Perf. Measures)	• Complete 90% of plan reviews within established timelines (20 working days) • Complete 90% of scheduled inspections within 48 hours.
Time Commitment	This goal is an ongoing effort, the Engineering Department receives applications for plan reviews and material testing services year around.
Expected Challenges	The Engineering Department does not expect any challenges while working towards this goal.

FISCAL YEAR 2011

Area of Innovation:

- The Engineering Department took the initiative to assess the possibility of providing in-house construction inspection services to the city's capital projects and also to other government agencies' capital projects. This new approach, has reduced the total cost of the project construction administration by using in-house staff for select capital projects. Right now, the department is providing construction inspections services to approximately ten of the city's capital projects and three other governments' agencies capital projects.
- The Engineering Department in conjunction with the Utilities Department is now utilizing "trenchless" technology in the rehabilitation of the city's wastewater infrastructure. Previously when sewer lines began to deteriorate they would need to be dug up and replaced. Pipe lining technologies have now been developed to essentially create a new pipe within the existing pipe eliminating the need to dig up and replace the old pipe. Utilizing this type of rehabilitation is faster, minimizes disruptions to traffic, and limits service outages to residents.
- The Engineering Department is participating in two Innovate projects: certificate of occupancy process and procurement realignment. These projects are still ongoing.

Accomplishments:

- This fiscal year, the Engineering Department completed several capital projects including: Northern Ave. Storm Drain and Raw Waterline (47th Ave. – 63rd); Bell Rd. Rubberized Asphalt Overlay (59th-70th); Glendale Municipal Landfill Traffic Signal, Glendale Avenue Overlay (51st-66th); Glendale Avenue Drainage Improvements, Centerline Project; Lamar and Cholla Vista Housing; O'Neil Park Improvements; Fire Station Ventilation System; some facilities renovation projects; Multiuse Skunk Creek/Union Hill project; Main Library Lighting Study and Improvements project; 2010 Pool Upgrades and Repairs; 65th Ave. Maryland, Tuckey and McClellan Rd. project; Bethany Home Outfall/Storm Drain (Camelback Ave. 75th-59th Ave.).

GOAL UPDATES	
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.
Was the goal met?	Yes. We completed approximately 25 projects.
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 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 purchase 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:

- During FY 2010 the Engineering Department completed several projects including the construction of the Catlin Court Alley; street improvements on the 59th Avenue Melinda to Pinnacle Peak Road; intersection improvements on 67th Olive to Bell Rd. ; relocation of Fire Station No. 151; downtown pedestrian enhancements project; 67th Avenue Thunderbird Paseo Park restoration; landfill gas system expansion; construction of Cholla Telemetry/Radio Telemetry; Arterial Street Overlay/Pavement Management project; widening of 95th Ave. Glendale to Cabela; Western Area Regional Park; Glenn Drive Improvements 57th Ave. to 57th Drive and Sahuaro Ranch Historic Area Restrooms improvements.

GOAL UPDATES	
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.
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.

City of Glendale
Budget Summary by Department

Engineering

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) BofA Bank Building	$305,358	$256,579	$256,579	$256,579	0%
(1000) CIP Administration	$607,589	$274,490	$274,490	$229,987	-16%
(1000) Construction Inspection	$552,304	$382,291	$382,291	$412,707	8%
(1000) Engineering Administration	$601,494	$553,251	$552,251	$584,296	6%
(1000) Land Development Division	$468,433	$483,917	$483,917	$306,881	-37%
(1000) Mapping and Records	$181,003	$101,869	$101,869	$96,327	-5%
(1000) Materials Testing	$190,789	$181,996	$181,996	$225,901	24%
(1000) Promenade at Palmaire	$57,781	$56,400	$56,400	$56,400	0%
(1000) Utility Inspection	$222,986	$142,281	$142,281	$13,622	-90%
Total - Engineering	**$3,187,737**	**$2,433,074**	**$2,432,074**	**$2,182,700**	**-10%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$3,231,750	$2,612,283	$2,612,283	$2,502,804	-4%
Supplies and Contracts	$489,177	$468,049	$467,049	$454,980	-3%
Internal Premiums	$75,391	$80,713	$80,713	$64,200	-20%
Internal Service Charges	$55,253	$72,020	$72,020	$52,357	-27%
Work Order Credits	($663,834)	($799,991)	($799,991)	($891,641)	11%
Total - Engineering	**$3,187,737**	**$2,433,074**	**$2,432,074**	**$2,182,700**	**-10%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) CIP Administration	15	9	9	9	0%
(1000) Construction Inspection	7	4	5	5	25%
(1000) Engineering Administration	7	5	6	6	20%
(1000) Land Development Division	5	5	3	3	-40%
(1000) Mapping and Records	2	1	1	1	0%
(1000) Materials Testing	3	2	3	3	50%
(1000) Utility Inspection	3	2			
(1660) Transportation Engineering Pgm	1				
Total -Engineering	**43**	**28**	**27**	**27**	**-4%**

City of Glendale
Budget Summary by Department

Public Works Admin.

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Public Works Administration	$198,962	$198,125	$198,125	$0	-100%
Total - Public Works Admin.	**$198,962**	**$198,125**	**$198,125**		

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$195,815	$201,564	$201,564		
Supplies and Contracts	$665	$5,026	$5,026		
Internal Premiums	$1,232	$1,266	$1,266		
Internal Service Charges	$1,250	$1,267	$1,267		
Work Order Credits		($10,998)	($10,998)		
Total - Public Works Admin.	**$198,962**	**$198,125**	**$198,125**		

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Public Works Administration	1	1			
Total -Public Works Admin.	**1**	**1**			

This department was eliminated in FY 2011 and is included in the FY 2012 budget book so that historical activity is correctly reflected.

TECHNOLOGY & INNOVATION

Chuck Murphy

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.

Department Description:
The Information Technology Department (ITD) supports the City's technology infrastructure such as application support, network, data services, email, and telephony. ITD also supports the enhancement of business processes through the use of the LEAN methodology blended with the appropriate application of technology.

FISCAL YEAR 2012

GOALS	
Goal	Support the Police Department with the implementation of a new records management and computer aided dispatch system.
Related Council Goal	One community committed to public safety.
Activities	• Provide IT technical resources according to project plans. • Provide support with contract negotiations and review.
Expected Outcomes (Perf. Measures)	• Complete contract review by 10/31/2011. • Complete other tasks in accordance with projects timelines and due dates.
Time Commitment	This is a very large project that will require extensive resources. Since it is in the initial stages, the project time line has not been established.
Expected Challenges	The project integrates with several existing applications that will require significant technical resources that have yet to be identified.
Goal	Develop 2013-2017 Information Technology Strategic Plan.
Related Council Goal	One community that is fiscally sound.
Activities	• Work with departments to understand new business processes resulting from reorganization and LEAN. • Blend emerging technology trends with City operations to effectively enhance service provision. • Incorporate the Innovate program into the plan.

Expected Outcomes (Perf. Measures)	Complete research for plan by June 30, 2012.
Time Commitment	The time commitment is substantial as departments are expected to revamp business processes concurrent with the ITD plan development.
Expected Challenges	Since technology changes so quickly, it is always a challenge to develop a multi-year plan that is not quickly obsolete.

FISCAL YEAR 2011

Area of Innovation:

- Service Desk staff have been replacing faulty capacitors as opposed to replacing expensive mother boards. This has saved the City approximately $29,000.

Accomplishments:

- Supported the Finance Department with the sales tax system implementation.
- Partnered with the Police Department with the development of an RFP for their new computer aided dispatch and records management systems.

GOAL UPDATES	
Goal	Explore and evaluate productivity solutions (i.e. Microsoft Office, Open Office, etc).
Related Council Goal	One community that is fiscally sound.
Was the goal met?	IT met with Google and Microsoft in regards to their product offerings. Due to product release dates being delayed, the selection process will continue into early summer.
What were the Performance Measures?	Select new solution by June 30, 2011.
Obstacles/Challenges	Microsoft has new product offerings, which will not be available until summer 2011. This has made it difficult to make a final decision.
Goal	Evaluate data back-up and email archiving solutions.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes, new solutions were selected.
What were the Performance Measures?	The annual savings by making this change is approximately $69,000.
Obstacles/Challenges	No obstacles or changes.

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.

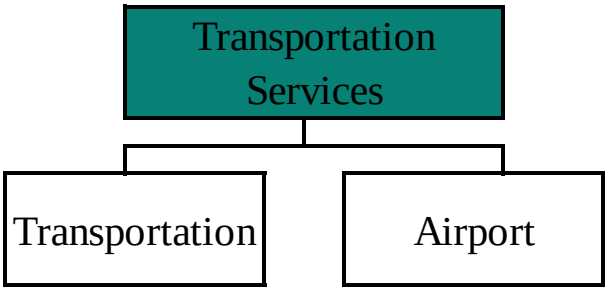
City of Glendale
Budget Summary by Department

Info. Technology

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Information Technology	$3,520,751	$3,048,826	$3,048,826	$2,757,188	-10%
(1100) Telephones	$1,278,946	$977,252	$977,252	$979,324	0%
(1140) Technology Replacement	$1,365,233	$3,510,103	$2,208,764	$3,511,584	0%
Total - Info. Technology	**$6,164,930**	**$7,536,181**	**$6,234,842**	**$7,248,096**	**-4%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$2,930,928	$2,602,378	$2,602,378	$2,553,253	-2%
Supplies and Contracts	$2,490,630	$3,620,078	$2,900,630	$3,609,721	0%
Internal Premiums	$629,835	$638,879	$638,879	$499,863	-22%
Internal Service Charges	$14,077	$15,519	$15,519	$14,108	-9%
Operating Capital	$99,460	$797,583	$215,692	$803,687	1%
Work Order Credits		($138,256)	($138,256)	($232,536)	68%
Total - Info. Technology	**$6,164,930**	**$7,536,181**	**$6,234,842**	**$7,248,096**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Information Technology	29	25	25	25	0%
(1100) Telephones	1	1	1	1	0%
(1140) Technology Replacement	1	1	1	1	0%
Total -Info. Technology	**31**	**27**	**27**	**27**	**0%**



TRANSPORTATION

Jamsheed Mehta

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

Department Description:
Transportation Services plans, programs, funds, designs, constructs, maintains and manages programs and projects for all modes of transportation including, aviation, streets and highways, pedestrians, bicycles, and transit services.

FISCAL YEAR 2012

GOALS	
Goal	Successfully coordinate final design and construction of major roadway projects in Glendale to include Northern Parkway and the Loop 303.
Related Council Goal	One community with quality economic development.
Activities	Design plans for Northern Parkway and Loop 303 are near completion with construction to start in FY 2012. Staff will partner and work with Arizona Department of Transportation and Maricopa County Department of Transportation to ensure design and construction coordination is consistent with Glendale standards for those portions of the projects that are in Glendale.
Expected Outcomes (Perf. Measures)	Agreements for ongoing operating and maintenance are reviewed and complete. Design and construction standards are to Glendale specifications.
Time Commitment	These high priority projects will be constructed over several years.
Expected Challenges	These are large multi-year projects requiring coordination between state, regional, and local agencies with competing priorities.

Goal	Successfully lead ten federally funded traffic signal/intelligent transportation system and safety projects through the federal-aid process. Projects include new communication lines to traffic signals, real-time traffic monitoring cameras, electronic message signs in downtown, and pedestrian- countdown signal heads.
Related Council Goal	One community with high quality services for citizens.
Activities	Coordination with the Arizona Department of Transportation to complete utility, right-of-way, and environmental clearances, prepare project specifications, design approvals, and project agreements.
Expected Outcomes (Perf. Measures)	Improved signal coordination, quicker incident response to traffic congestion, and advanced driver information.
Time Commitment	These projects will take approximately two years to complete.
Expected Challenges	The projects are in various stages of completion and the Arizona Department of Transportation is implementing new guidelines and requirements for procurement projects that are federally funded.

FISCAL YEAR 2011

Area of Innovation:

- To provide enhanced driver information to the public traveling to and from the Sports and Entertainment District, electronic message signs are used around the arena and stadium during most of the events. In FY 2011, the electronic message signs have been used to display 250 messages for a total of 1,286 hours.

Accomplishments:

- Over $48.7 million from federal, state, and regional sources was programmed or expended to improve the city's intersections, roadways, bike paths, pedestrian walkways, and transit services.
- Transportation's efforts in receiving the environmental assessment approval by the Federal Highway Administration for the Northern Parkway project cleared the way for committed federal funding of over $221 million to the project.

GOAL UPDATES	
Goal	Enhance regional highway connectivity in Glendale's future growth areas.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes-Planned improvements for the Loop 303, Northern Parkway, Grand Avenue, and ongoing improvements of the Loop 101 have been designed and are near or are under construction. Extending these transportation corridors into undeveloped areas will not only provide access to new business and commercial areas but will also attract private-sector investment along these growth corridors.
What were the Performance Measures?	Integrating the design of multiple projects that would ensure connectivity between all highways and Glendale's growth areas.
Obstacles/Challenges	Challenges included coordinating with multiple agencies at the federal, state, and regional levels to ensure design coordination, and securing funding in light of budget reductions at all levels of government.
Goal	Explore revenue generating options and pursue 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.
Was the goal met?	Yes-Two grants known as New Freedom and Job Access Reverse Commute totaling $1.5 million were received. With the loss of state funds in December 2009 and regional funds in 2010 transit schedules and routes would have been significantly impacted. Staff aggressively pursued federal discretionary grants, and award of these two grants prevented immediate service cuts.
What were the Performance Measures?	To research and secure grant funding, and explore other revenue generating options.
Obstacles/Challenges	The grant selection process is highly competitive and only a few cities in Maricopa County were awarded these funds.

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.

City of Glendale
Budget Summary by Department

Transportation

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1010) Transp - Stadium Mgmt Plan	$21,320	$0	$0	$0	NA
(1281) Stadium - Transportation Ops.	$643,436	$645,734	$645,734	$645,734	0%
(1281) Transp - Fiesta Bowl Event	$78,983	$79,942	$79,942	$79,942	0%
(1282) Arena - Transportation Ops.	$11,370	$15,000	$15,000	$15,000	0%
(1340) Signs & Markings	$698,602	$707,617	$707,617	$646,465	-9%
(1340) Street Light Management	$1,640,955	$1,093,283	$1,093,283	$1,403,390	28%
(1340) Traffic Design and Development	$292,293	$301,709	$301,709	$290,717	-4%
(1340) Traffic Signals	$1,052,189	$903,017	$903,017	$800,256	-11%
(1340) Traffic Studies	$410,766	$369,166	$369,166	$345,690	-6%
(1340) Transportation Administration	$373,594	$373,165	$373,165	$296,918	-20%
(1340) Transportation Planning	$2,178	$0	$0	$0	NA
(1650) Grant Approp - Transportation	$0	$0	$768,765	$768,765	NA
(1650) HSIP Ped Countdown Signals	$0	$0	$55,200	$0	NA
(1660) Demand Management	$32,091	$8,105	$42,000	$42,000	418%
(1660) Dial-A-Ride	$2,390,040	$2,391,129	$2,391,129	$2,449,479	2%
(1660) Fixed Route	$4,502,347	$5,675,488	$4,875,488	$5,175,488	-9%
(1660) Intelligent Transportation Sys	$433,478	$590,944	$590,944	$600,342	2%
(1660) Red Light Enforcement	$23,781	$0	$0	$0	NA
(1660) Traffic Mitigation	$90,293	$578,348	$328,348	$580,336	0%
(1660) Transit Management	$322,534	$322,741	$322,741	$339,875	5%
(1660) Transportation CIP O&M	$91,734	$113,893	$113,893	$113,893	0%
(1660) Transportation Education	$180,310	$223,934	$223,934	$226,075	1%
(1660) Transportation Program Mgmt	$2,026,866	$2,298,887	$2,297,587	$2,313,072	1%
(1842) FTA AZ-96-X002	$74,874	$0	$0	$0	NA
(1842) Old Roma Alley ARRA Grant	$159,776	$0	$457,656	$0	NA
Total - Transportation	**$15,553,810**	**$16,692,102**	**$16,956,318**	**$17,133,437**	**3%**

City of Glendale
Budget Summary by Department

Transportation

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$5,800,825	$5,631,821	$5,950,272	$5,871,007	4%
Supplies and Contracts	$7,616,640	$9,317,080	$8,804,293	$9,495,660	2%
Internal Premiums	$375,417	$418,673	$418,673	$404,534	-3%
Internal Service Charges	$1,686,654	$1,692,723	$1,721,726	$1,741,584	3%
Operating Capital	$152,966		$429,549		
Work Order Credits	($78,692)	($368,195)	($368,195)	($379,348)	3%
Total - Transportation	**$15,553,810**	**$16,692,102**	**$16,956,318**	**$17,133,437**	**3%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1340) Signs & Markings	10	8	8	8	0%
(1340) Street Light Management	2				
(1340) Traffic Design and Development	3	3	3	3	0%
(1340) Traffic Signals	10	7	7	7	0%
(1340) Traffic Studies	5	4	4	4	0%
(1340) Transportation Administration	5	4	3	3	-25%
(1340) Transportation Planning	1				
(1660) Dial-A-Ride	35.25	34.25	34.25	34.25	0%
(1660) Intelligent Transportation Sys	5	4	4	4	0%
(1660) Traffic Mitigation	1	1	1	1	0%
(1660) Transit Management	4	4	4	4	0%
(1660) Transportation Education	1	1	1	1	0%
(1660) Transportation Program Mgmt	3	5	5	5	0%
Total -Transportation	**85.25**	**75.25**	**74.25**	**74.25**	**-1%**

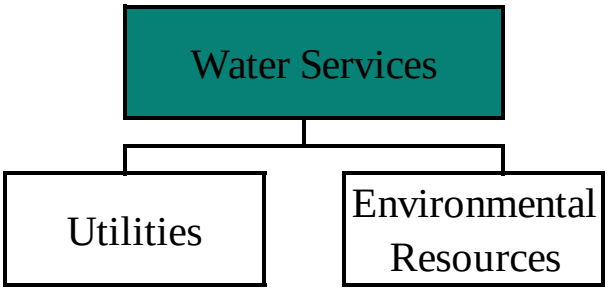
City of Glendale
Budget Summary by Department

Airport

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1760) Airport Operations	$621,749	$538,916	$538,916	$527,326	-2%
Total - Airport	**$621,749**	**$538,916**	**$538,916**	**$527,326**	**-2%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$395,229	$345,673	$345,673	$317,908	-8%
Supplies and Contracts	$166,635	$147,941	$147,941	$147,941	0%
Internal Premiums	$20,914	$30,015	$30,015	$38,218	27%
Internal Service Charges	$38,971	$30,784	$30,784	$30,365	-1%
Work Order Credits		($15,497)	($15,497)	($7,106)	-54%
Total - Airport	**$621,749**	**$538,916**	**$538,916**	**$527,326**	**-2%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1760) Airport Operations	5	5	5	5	0%
Total -Airport	**5**	**5**	**5**	**5**	**0%**



UTILITIES

Craig Johnson

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.

Department Description:
The Utilities Department serves more than 225,000 people within the City of Glendale. The Department is responsible for treating and distributing potable water that meets all federal and state drinking water standards, collection 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.

FISCAL YEAR 2012

GOALS	
Goal	Complete the sewer rehabilitation and replacement project to meet the federal and state regulatory requirements. The sewer system will be rehabilitated using state-of- the-art trenchless technologies to reduce construction costs.
Related Council Goal	One community with high quality services for citizens.
Activities	The project includes both design and construction phases. Currently, the project is under construction phase.
Expected Outcomes (Perf. Measures)	Completion of sewer rehabilitation and replacement by October 2011.
Time Commitment	It is an ongoing project and the time commitment is 100%.
Expected Challenges	None.

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	The project includes design and construction phases. Currently, the project is under design phase.
Expected Outcomes (Perf. Measures)	Completion of UV replacement construction by November 2012.
Time Commitment	It is an ongoing project and the time commitment is 100%.
Expected Challenges	None.

FISCAL YEAR 2011

Area of Innovation:

- A water production optimization program was implemented which resulted in approximately $600,000 annual cost savings in 2011. The Utilities and Environmental Resources Departments was instrumental in generating additional revenues, including amendment of the SROG effluent agreement with the Palo Verde Nuclear Generating Station which resulted in $0.5 million additional annual revenue in FY 2011.
- Cost savings of $200,000 in meter replacement in FY 2011 was achieved through the implementation of new procedures for changing out meters.

Accomplishments:

- The Department received the most prestigious Association of Metropolitan Water Agencies Platinum Award for utilities performance excellence in FY 2011. Since 2004, the only cities in Arizona to receive this award have been Tucson Water and the City of Glendale.
- The Department also implemented an annual fire hydrant maintenance program to meet the Insurance Services Office (ISO) requirements and to ensure the existing public fire protection is available to individual property owners. This program has helped lower home owner insurance costs within the city.

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	The project will be completed by May 2011.
Obstacles/Challenges	None.
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.
Was the goal met?	It is anticipated to meet the goal after project completion.
What were the Performance Measures?	Completion of UV replacement project by November 2012.
Obstacles/Challenges	None.

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.

City of Glendale
Budget Summary by Department

Utilities

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(2360) Arrowhead Reclamation Plant	$1,985,990	$2,176,656	$2,046,656	$2,106,685	-3%
(2360) Information Management	$920,288	$1,097,575	$1,097,575	$1,071,445	-2%
(2360) Property Management	$94,306	$87,000	$87,000	$87,000	0%
(2360) Public Service Representatives	$232,975	$286,629	$266,629	$221,824	-23%
(2360) Safety Administration	$26,575	$122,107	$107,107	$0	-100%
(2360) System Security	$486,631	$667,683	$617,683	$771,316	16%
(2360) Utilities Administration	$8,243,375	$6,343,982	$6,301,682	$6,433,504	1%
(2360) West Area Plant	$3,474,060	$3,699,346	$3,438,346	$3,560,668	-4%
(2400) Central System Control	$1,004,554	$1,415,952	$1,165,952	$1,312,765	-7%
(2400) Central System Maintenance	$369,176	$758,316	$708,316	$706,057	-7%
(2400) Cholla Treatment Plant	$3,221,671	$3,681,059	$3,181,059	$3,459,182	-6%
(2400) Customer Service - Field	$954,716	$1,082,739	$1,082,739	$1,186,886	10%
(2400) Irrigation	$187,923	$193,583	$188,583	$195,269	1%
(2400) Meter Maintenance	$669,091	$1,348,944	$1,113,944	$1,208,990	-10%
(2400) Oasis Water Campus	$3,113,823	$4,277,656	$3,827,656	$4,104,326	-4%
(2400) Pyramid Peak Plant	$1,780,221	$1,627,555	$1,607,555	$1,712,457	5%
(2400) Raw Water Usage	$3,144,952	$3,482,182	$3,482,182	$3,382,182	-3%
(2400) Water Distribution	$3,105,131	$3,536,368	$3,366,368	$3,424,134	-3%
(2420) 99th Avenue Interceptor	$309,613	$0	$200,000	$200,000	NA
(2420) Pretreatment Program	$475,754	$533,992	$532,992	$526,731	-1%
(2420) SROG (91st Ave) Plant	$2,547,780	$4,500,000	$3,400,000	$3,700,000	-18%
(2420) Wastewater Collection	$2,354,389	$3,278,968	$3,044,468	$3,182,901	-3%
Total - Utilities	**$38,702,994**	**$44,198,292**	**$40,864,492**	**$42,554,322**	**-4%**

City of Glendale
Budget Summary by Department

Utilities

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$11,829,113	$13,458,255	$13,437,877	$13,415,240	0%
Supplies and Contracts	$20,559,946	$24,415,625	$21,102,302	$22,715,085	-7%
Internal Premiums	$1,093,829	$1,196,456	$1,196,456	$1,214,903	2%
Internal Service Charges	$5,213,976	$5,591,004	$5,591,004	$5,440,756	-3%
Operating Capital	$6,130	$39,000	$38,901	$23,687	-39%
Work Order Credits		($502,048)	($502,048)	($255,349)	-49%
Total - Utilities	**$38,702,994**	**$44,198,292**	**$40,864,492**	**$42,554,322**	**-4%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(2360) Arrowhead Reclamation Plant	13	13	13	13	0%
(2360) Information Management	6	6	6	6	0%
(2360) Public Service Representatives	4	4	3	3	-25%
(2360) Safety Administration	1	1			
(2360) System Security	8	8	10	10	25%
(2360) Utilities Administration	10	10	10	10	0%
(2360) West Area Plant	14	14	14	14	0%
(2400) Central System Control	9	9	9	9	0%
(2400) Central System Maintenance	6	6	6	6	0%
(2400) Cholla Treatment Plant	9	9	8	8	-11%
(2400) Customer Service - Field	15	15	16	16	7%
(2400) Irrigation	1	1	1	1	0%
(2400) Meter Maintenance	11	11	11	11	0%
(2400) Oasis Water Campus	15	15	15	15	0%
(2400) Pyramid Peak Plant	10	10	11	11	10%
(2400) Water Distribution	30	30	29	29	-3%
(2420) Pretreatment Program	6	6	6	6	0%
(2420) Wastewater Collection	19	19	19	19	0%
Total -Utilities	**187**	**187**	**187**	**187**	**0%**

ENVIRONMENTAL RESOURCES

Doug Kukino

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 establishes and implements an environmental management system that assists the city to operate in an environmentally responsible manner.

The Office of Conservation and Sustainable Living provides programs to inform and educate our residents, businesses, and neighborhood communities about good environmental practices.

The Water Quality Laboratory protects 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.

Department Description:
The Environmental Resources Department provides policy analysis and planning services to city leadership and departments on issues pertaining to water resources, water quality, conservation, air quality, and environmental management. The department assists the city in conducting its operations in an environmentally responsible manner and creating organizational culture that strives for excellence in environmental stewardship and performance.

FISCAL YEAR 2012

GOALS	
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.
Activities	Prepare a written Storm Water Management Plan by August 27, 2011. Involve several city departments in the planning process. Proper implementation of the plan will also involve several city departments.
Expected Outcomes (Perf. Measures)	The Stormwater Management Plan needs to be implemented and comply with the city's new storm water permit. The plan will include procedures, processes, measures and programs to maintain storm water basins and pipes; inspect commercial, industrial and construction activities; provide public education, assure spill planning and response; perform stormwater quality monitoring; provide employee training; assure illicit discharge detection and enforcement; and provide program management and evaluation.

Time Commitment	The plan is being completed by existing staff and will take several months to prepare. The plan will also need to be periodically updated as needed. Implementation of the plan is an ongoing commitment. Annual reports describing accomplishments are also required by the State of Arizona.
Expected Challenges	The plan is complex and implementation will involve commitments by, and resources from, several city departments, including Utilities, Field Operations, Fire, Engineering, Parks and Recreation, Code Compliance and Environmental Resources.
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	A Water Production Plan for 2012 will be prepared by October 2011, jointly by Environmental Resources and Utilities departments.
Expected Outcomes (Perf. Measures)	The 2012 Water Production Plan will build on the optimization concepts implemented in FY 2011. The possibility of exchanging reclaimed water for Central Arizona Project water in the amount of approximately 5,000 acre-feet is being explored for FY 2012. If successful, the exchange is expected to result in savings of up to $750,000 in FY 2012.
Time Commitment	In order for the water exchange to occur, the city will need to obtain approvals from the Central Arizona Project and the Arizona Department of Water Resources. This process is expected to take several months. If successful, the city intends to seek water exchanges in future years, as appropriate.
Expected Challenges	Obtaining necessary approvals will require approvals from two external agencies/organizations. The city will need to provide documentation supporting its request for the water exchange.

FISCAL YEAR 2011

Area of Innovation:

- The Environmental Resources Department negotiated an alternative way to meet the City's regional air quality commitments while saving the city money. To control dust, the city will use asphalt millings to improve 10 curb miles of unpaved (road) shoulders instead of paving. The use of asphalt millings has an equivalent air quality benefit as paving, and the city saves $413,000.
- The Department is utilizing the city's Innovate program to assess the city's current multi-departmental approach to implementing and complying with the new municipal separate storm sewer system permit that was issued to Glendale by the state of Arizona. The goal

is to identify new practices to most effectively use existing staff to implement and comply with the stormwater permit requirements. The Innovate assessment is being conducted in FY 2011 and recommendations are expected in FY 2012.

Accomplishments:

- The Environmental Resources Department partnered with the Utilities Department to prepare the 2011 Glendale water supply/production plan. The plan integrates water resources/supplies with water infrastructure (water treatment plants and wells) to optimize water production and to reduce operating costs by as much as $1.2 million in FY 2011.

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. The City received a new Designation of Assured Water Supply demonstrating sufficient water resources to meet both current water demand and the water demand of plats reasonably projected to be approved through the year 2025.
What were the Performance Measures?	Obtain a new Designation of Assured Water Supply for the City's water service area from the Arizona Department of Water Resources.
Obstacles/Challenges	The process to obtain a new Designation of Assured Water Supply took longer than the city expected due to the extensive State of Arizona review and approval process.
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.
Was the goal met?	Yes. The city received a new municipal separate storm sewer system permit from the Arizona Department of Environmental Quality in 2010. The city has also developed a draft storm water ordinance and administrative procedures for program implementation. Council will be asked to adopt the ordinance in FY 2011.
What were the Performance Measures?	Obtain a new municipal separate storm sewer system permit from the Arizona Department of Environmental Quality and administer/implement the program requirements.
Obstacles/Challenges	The process to obtain a new storm water permit took longer than the city expected due to the extensive State of Arizona permit development and approval process. Securing the permit required coordination, communication, and involvement from several city departments.

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.

City of Glendale
Budget Summary by Department

Env. Resources

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) HazMat Incidence Response	$12,581	$26,845	$26,845	$26,845	0%
(2360) Environmental Resources	$508,393	$524,231	$517,342	$537,929	3%
(2360) Water Quality	$968,381	$1,162,187	$1,108,775	$1,155,382	-1%
(2400) Water Conservation	$245,596	$320,901	$294,429	$315,811	-2%
Total - Env. Resources	**$1,734,951**	**$2,034,164**	**$1,947,391**	**$2,035,967**	**0%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$1,302,622	$1,397,426	$1,397,426	$1,387,136	-1%
Supplies and Contracts	$398,811	$654,331	$567,558	$634,070	-3%
Internal Premiums	$18,747	$22,335	$22,335	$21,844	-2%
Internal Service Charges	$14,771	$22,013	$22,013	$21,660	-2%
Work Order Credits		($61,941)	($61,941)	($28,743)	-54%
Total - Env. Resources	**$1,734,951**	**$2,034,164**	**$1,947,391**	**$2,035,967**	**0%**

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(2360) Environmental Resources	5	5	5	5	0%
(2360) Water Quality	10	10	10	10	0%
(2400) Water Conservation	2	2	2	2	0%
Total -Env. Resources	**17**	**17**	**17**	**17**	**0%**

City of Glendale
Budget Summary by Department

Non-Departmental

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Fund 1000 Non-Dept	$558,487	$1,963,824	($339,641)	$765,358	-61%
(2360) Fund 2360 Non-Dept	$0	$0	$3,463,778	$0	NA
Total - Non-Departmental	**$558,487**	**$1,963,824**	**$3,124,137**	**$765,358**	**-61%**

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	$348,293	$313,937	$313,937	$315,000	0%
Supplies and Contracts	$210,194	$1,649,887	$2,810,200	$450,358	-73%
Total - Non-Departmental	**$558,487**	**$1,963,824**	**$3,124,137**	**$765,358**	**-61%**

Capital Improvement Plan

2011-2012

GLENDALE AZ

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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 2001 include the following:

2011 Sahuaro Ranch Park Improvements
2011 Landfill Entrance Signal
2011 O'Neil Park Renovations
2011 Marshall Ranch Trail Improvements
2011 Thunderbird Park Parking Lot Improvements
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

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?
- Does a project respond to and, if possible, 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 Budget and Finance Department and Engineering Department, in conjunction with the Assistant City Manager. They are updated annually to reflect changes in the economic environment.

Although only the first year of the plan is appropriated, the first three 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 are reflected below.

The purpose of the city's DMP is to manage the issuance of the city's debt obligations within the city's financial policies, the legal framework governing municipal debt and the 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 essential 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 mentioned above and discussed in more detail in the material following this section, 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 has instituted a conservative plan of finance for 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) Glendale's dedicated transportation sales tax, or Glendale's general fund excise taxes. 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, landfill and many transportation-related 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, which the city has experienced beginning with FY 2010, 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, 2010. 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]	$105,214	20% Limitation[1,2]	$350,714
Less Direct Bonded Debt to be Outstanding	$25,639	Less Direct Bonded Debt to be Outstanding	$193,221
Unused 6% Borrowing Capacity	$79,575	Unused 20% Borrowing Capacity	$157,493

[1] Based on 2011 secondary assessed value of $1,753,569,411

[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 Remaining Capacity" show the amount of additional G.O. bonds that could be sold without violating the state constitutional limits. Note that the "Projected Remaining Capacity" 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 2012 secondary assessed valuation figure in Table 2-2 shows a 25% decline in secondary assessed valuation from the prior FY and reflects the 2009 real estate market. The FY 2012 valuation figure is the final figure from the Maricopa County Assessor's Office. The FY 2013 figure reflects an additional 14% decline from FY 2012 and is a projection based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2011.

These significant valuation 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 49% over four consecutive years. Preliminary data from the Maricopa County Assessor's Office also indicate that the median value of commercial property continues to decline. The median full cash value of commercial property is down 40% since 2009.

These declines in secondary assessed valuation result in lower debt limitation figures (column A) in FY 2012 through FY 2016 than those shown in Table 2-1 (above). The decline in property valuation significantly limits the city's ability to take on new debt. For this reason, no new general obligation bond sales are planned in the first five years of the capital plan. Therefore the table simply reflects the impact of outstanding debt on the city's borrowing capacity. The remaining borrowing capacity is shown in the last column of Table 2-2 below.

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 Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
FY 2012	$1,313,558	$78,813	$262,712	$16,960	$184,720	$61,853	$77,992
FY 2013	$1,124,799	$67,488	$224,960	$12,645	$172,850	$54,843	$52,110
FY 2014	$1,043,983	$62,639	$208,797	$8,205	$160,440	$54,434	$48,357
FY 2015	$1,043,983	$62,639	$208,797	$2,880	$149,425	$59,759	$59,372
FY 2016	$1,096,182	$65,771	$219,236	$0	$132,235	$65,771	$87,001

[1]FY 2012 figure reflects actual secondary assessed valuation.
[2]Outstanding 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, a 20% increase from FY 2008 and on top of a 33% increase from FY 2007 to FY 2008. The FY 2009 valuation reflected the 2006 real estate market. The FY 2009 secondary assessed valuation reflected commercial valuation comprising 29% of the total, residential comprising 67% and the remaining 4% included, but was not limited to vacant land, agriculture, railroad and historical property.

In FY 2010, Glendale's secondary assessed valuation was approximately $2.1 billion, a 3% decline from the prior FY. The FY 2010 valuation reflected the 2007 real estate market when property valuations began to slip. Commercial properties comprised 34% of the FY 2010 total, residential property comprised 62% and the remaining 4% included, but was not limited to vacant land, agriculture, railroad and historical property.

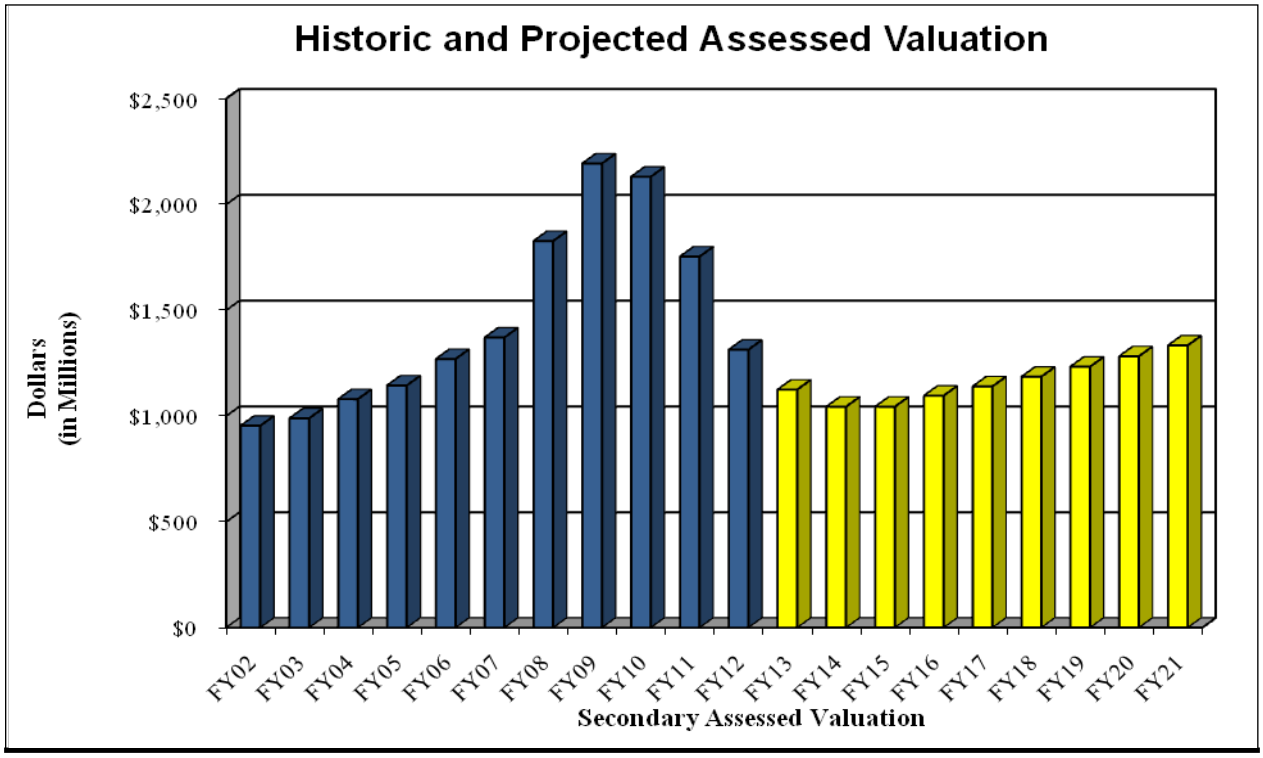
Glendale's FY 2011 secondary assessed valuation was approximately $1.8 billion, an 18% decline from the prior FY. The FY 2011 valuation reflected the 2008 real estate market when property valuations tumbled downward at an accelerated pace.

For FY 2012, Glendale's secondary assessed valuation is $1.3 billion, a 25% decline from the prior FY. The FY 2012 valuation reflects the 2009 real estate market when property values experienced the most significant plunge. Approximately 56% of the FY 2012 valuation is attributable to residential property, 40% is attributable to commercial property and the remaining 4% includes, but is not limited to vacant land, agriculture, railroad and historical property.

A fourth consecutive year of valuation decline – an additional 14% – is expected with the FY 2013 valuation. The FY 2013 estimate is based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2011 and reflects the 2010 real estate market.

These astonishing declines are in contrast to the fact 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. However, the latest assessed valuation information means the decline in Glendale property values equates to a loss of almost one-half of the city's secondary assessed valuation – from a peak at just under $2.2 billion in FY 2009 to a projected $1.1 billion for FY 2013.

For the future, we are assuming a fifth year of decline (7%) in FY 2014, a bottoming out with no change in FY 2015 and conservative growth between 4% and 5% starting in FY 2016. We believe these are very conservative valuation 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 run up in property values. The following chart provides a graphical view of Glendale's secondary assessed valuation changes between FY 2002 and FY 2012 as well as the projected valuations for FY 2013 through FY 2021.



The impact of the steep valuation decline on the city's secondary property tax revenue stream directly affects the city's capacity to support debt service on existing G.O. bonds, as well as the city's ability to support additional debt service for new capital projects. The impact and the city's plan to address the impact are discussed in the next section.

Capital Plan Implications for Secondary Property Tax Rate

Table 2-3 (below) summarizes annual debt service requirements for existing bonds outstanding. No new G.O. bond issuances are shown per the previous discussion for Table 2-2. You will see that the secondary assessed valuation figures reflect the declines discussed previously in this capital section.

The estimated secondary property tax rate assumes no change from the $1.3699 that will be adopted for FY 2012. 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 2-3 also reflects the Build America Bond (BAB) subsidy related to the G.O. bonds sold in 2010 and the DIF Citywide Recreation Facilities Fund (Fund 1480) debt service contributions related to the Foothills Recreation and Aquatic Center which was funded with proceeds from the 2004 G.O. bond sale. The BAB subsidy and DIF debt service contributions directly reduce the debt service to be covered by secondary property tax revenue and will help address the shortfall between the annual debt service requirements and secondary property tax revenue. The current G.O. debt is documented in *Schedule 7* of this budget book.

Table 2-3
General Obligation Property Tax Bonds
(All Dollars in Thousands with Exception of Tax Rate)

Fiscal Year	Secondary Assessed Valuation	Estimated Secondary Property Tax Rev.[1]	Existing Debt Service[2]	Less Build America Bond (BAB) Subsidy	Less Fund 1480 DIF Contribution	Proposed Debt Service	Total Debt Service
FY 2012	$1,313,558	$17,994	$25,337	($669)	($209)	$0	$24,459
FY 2013	$1,124,799	$15,409	$23,971	($659)	($209)	$0	$23,104
FY 2014	$1,043,983	$14,302	$22,735	($647)	($209)	$0	$21,878
FY 2015	$1,043,983	$14,302	$25,773	($633)	($210)	$0	$24,930
FY 2016	$1,096,182	$15,017	$23,644	($618)	($211)	$0	$22,815

[1]Assumes the secondary property tax rate of $1.3699 remains unchanged through FY 2016
[2]Existing debt service includes a transfer of $1.4M in FY 2012 for HURF debt service

Existing G.O. debt service addresses bonds issued over the last several years to pay for numerous capital projects such as the Emergency Operations Center, Public Safety Training Facility, the downtown parking garage, fire stations 159 and 151, the Glendale Adult Center, the Foothills Recreation and Aquatic Center, the Rose Lane Pool Aquatic Center, various flood control projects such as the Bethany Home Outfall Channel, and the downtown plaza and civic center annex.

Table 2-3 clearly illustrates the gap between estimated secondary property tax revenue and G.O. debt service on existing bonds once the BAB subsidy and impact fee contribution are taken into account. Significantly less revenue is projected to come in to pay debt service on existing G.O. bonds, let alone to fund any new projects, as a result of the:

- Unprecedented decline in assessed valuation across the real estate market
- Reduction in the assessment ratio for commercial properties per state statutes
- Reduction of the city's secondary property tax rate in FY 2008 and FY 2009

Given Council's prior direction to keep the secondary property tax rate unchanged, the first five years of the G.O. component of the CIP had to be restructured to push back into the last five years of the plan all but two projects (plus any carryover from projects currently underway). The two projects retained in the first five years of the G.O. component of the CIP are listed below.

- One is in the Public Safety category and is related to ongoing improvements to the public safety digital communication system.
- The second project is in the Flood Control category and addresses the cost of a regulatory permit the city is required to maintain.

Notable G.O. projects on hold are the completion of the new Municipal Court and the West Area Library. Both of these projects were in FY 2015 in the adopted FY 2011 – 2020 CIP (FY 2011 budget book); they are now in the last five years of the capital plan.

The significantly changed landscape will necessitate an evaluation of the city's secondary property tax rate over the next year. This is especially true if the city is not able to restructure existing G.O. bond debt service along more favorable terms so annual debt service payments can more closely match the diminished revenue stream.

If this declining trend in property values continues beyond next year, as projected, the city will have to consider a change to the way it assesses secondary property tax to maintain a fiscally sound plan to protect our bond rating for the future. One concept staff will evaluate over the summer and fall is the one used by many valley communities today. That approach is based on establishing a rate based on the funds needed to service outstanding debt issuances, the capital needs of the city and the minimum fund balance needed to maintain a fiscally sound plan.

The plan of action is to evaluate debt restructuring options through this upcoming fall and return to Council with a revised DMP and recommended options for Council's annual retreat. This timeframe allows staff to evaluate fully the range of options as well as assess the 2011 real estate market, which will affect the secondary property tax revenue to be received in FY 2014.

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 2-4 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 2-4
Projected Remaining G.O. Bond Voter Authorization
(All Dollars in Thousands)

Category	FY 2011[1]	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Public Safety	$104,473	$104,473	$104,473	$104,473	$104,473	$104,473
Landfill	$15,540	$15,540	$15,540	$15,540	$15,540	$15,540
Library	$17,096	$17,096	$17,096	$17,096	$17,096	$17,096
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	$30,200	$30,200
Open Space/Trails	$50,525	$50,525	$50,525	$50,525	$50,525	$50,525
Parks	$14,637	$14,637	$14,637	$14,637	$14,637	$14,637
Flood Control	$10,522	$10,522	$10,522	$10,522	$10,522	$10,522

[1] Remaining authorization as of June 30, 2011
[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 in FY 2009 through FY 2012.

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 2-5 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 2012 through FY 2016. The HURF revenue figures assume the state will continue with the reduced distribution approach in place in FY 2009 through FY 2012. Consequently, HURF revenue will cover only $1.4M of the HURF debt service, while the remaining revenue will be used to pay street operating costs in FY 2012. The remaining $3.3M in 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 2-5
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 2011	$13,600	$4,700	$0	$4,700	N/A	N/A
FY 2012	$11,416	$4,706	$0	$4,706	2.43	35%
FY 2013	$11,507	$4,709	$0	$4,709	2.44	41%
FY 2014	$11,599	$4,696	$0	$4,696	2.47	41%
FY 2015	$11,692	$1,958	$0	$1,958	5.97	17%
FY 2016	$11,785	$1,977	$0	$1,977	5.96	17%

*FY 2011 estimated revenue; FY 2012-2016 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 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 2-6 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 2-6
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 2012	$19,200	$13,000	$7,327	$969	$8,296	2.31
FY 2013	$19,717	$0	$7,326	$969	$8,295	2.38
FY 2014	$20,407	$0	$7,326	$969	$8,295	2.46
FY 2015	$21,332	$11,000	$7,326	$1,789	$9,115	2.34
FY 2016	$22,414	$0	$7,326	$1,789	$9,115	2.46

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 2-7 displays projected water/sewer bond sales and coverage ratios. FY 2012-16 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 2-7
Water/Sewer Planned Bonds & Coverage Ratios
(All Dollars in Thousands)

Fiscal Year	Bond Sales	Annual Coverage Ratio
FY 2012	$0	1.24
FY 2013	$9,000	1.31
FY 2014	$0	1.43
FY 2015	$10,000	1.52
FY 2016	$36,500	1.49

The FY 2012 rate recommendation for the water/sewer enterprise fund is for no change to the rates currently in effect. This recommendation is based on the annual update of the individual rate models for each of the enterprise funds that are used to develop a balanced capital plan for each operation. This rate recommendation is the result of:

- The deferral of non-essential growth-related capital projects
- Continuation of critical repair, maintenance and replacement of existing capital assets such as underground pipes
- Continuation of capital projects that ensure compliance with applicable federal, state and county regulations
- Ongoing improvements in operational efficiencies to minimize cost increases related to fuel, equipment and electricity.

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, 2011, 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 2-8 shows the current amount of MPC principal debt outstanding as of July 1, 2011. 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 2-8
Outstanding Municipal Property Bonds
(as of July 1, 2010)

Issue	Year Issued	Principal Balance Outstanding
MPC Bonds - Arena Tax Exempt	2003A	$44,400,000
MPC Bonds - Arena Taxable	2003B	$96,065,000
MPC Bonds - Refund Imp Dist	2004A	$5,295,000
MPC Bonds – Glendale Regional Public Safety Training Facility/Zanjero	2006A	$28,370,000
MPC Bonds – Media Center/Convention Center/Parking Garage	2008A	$32,220,000
MPC Bonds - Media Center/Convention Center/Parking Garage	2008B	$51,075,000
MPC Bonds - Media Center/Convention Center/Parking Garage	2008C	$5,650,000
AMFP Series 14 - Arena	2002	$5,055,000
AMFP Refunding Series 16 - Arena	2003	$7,250,000
TOTAL		**$275,380,000**

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 2-9 reflects the expected FY 2012 payments for capital leases and notes under contract by the city. It should be noted that the Hickman/Motorola lease and Northern Crossing note are being restructured at the time this document was prepared. The new financing schedules for those obligations will be reflected in the FY 2013 budget book. The complete lease/note debt is documented in *Schedule 8* of this budget book.

Table 2-9
Outstanding Capital Leases
(as of July 1, 2011)

Lease Financing	Year Issued	Original Amount	FY 2012 Scheduled Lease Payment[1]
Hickman/Motorola Lease	2003	$10,800,000	$360,000
Equipment Lease	2007	$1,368,800	$165,994
Equipment Lease	2009	$1,189,365	$249,877
Total Lease Financing			$775,871
Notes			
Northern Crossing Note	2002	$14,500,000	$32,196
Total Note Financing			$32,196
Grant Total			$808,067

[1]Includes principal, interest and expected savings from lease/note restructuring.

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 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. Specifically, Glendale is the recipient of a $2.3 million allocation through the American Recovery and Reinvestment Act's 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 already completed or under construction at the time this document was prepared 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 2012 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 additional ongoing expenses for routine operation, repair and maintenance upon completion or acquisition that must be incorporated into the operating budget. 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. PAYGO 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 2012 – 2021 CIP reflects the following estimated operating cost for capital projects:

- between $2.01 and $3.39 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 heating, ventilating and air conditioning (HVAC), plumbing, electrical and structural repairs;
- $1.62 per sq ft annually for custodial services;
- $0.195 per sq ft annually for building water usage;
- $341.26 per month for refuse (two 6 yard containers picked up three times a week);
- Vehicle annual replacement contributions, maintenance and fuel costs:
  - ½-Ton Pickup: $2,050 annual replacement cost, $0.17/$0.22 per mile maintenance/gas;
  - Mid-Size Sedan: $2,785 annual replacement cost, $0.17/$0.14 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 typically have an operating budget impact because of new 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 additional 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 over the next 10 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 many instances an inflation rate of 3% is figured into the ongoing operating and maintenance costs each year. Until such time that supplemental requests are again being considered, departments have been directed to either defer projects to a later year or absorb additional costs into their current operating budget.

Operating Impact by CIP Project Type

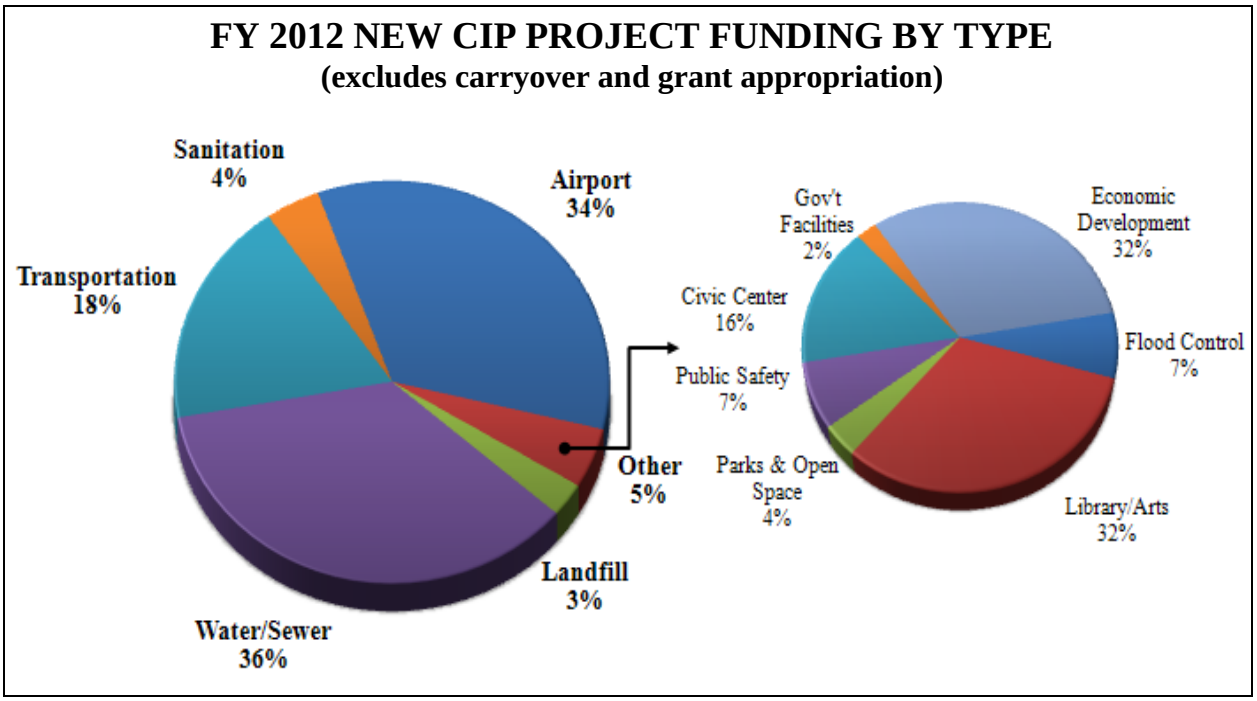
Project Type	S/A	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY's 2017-21
Water & Sewer Projects	S	-	-	-	20,000	57,732	7,658,035
	A	-	17,000	17,510	18,035	18,576	101,583
Transportation Sales Tax Projects	S	-	129,316	151,702	167,847	184,824	1,210,434
	A	-	270	278	286	295	1,613
All Other Transportation Projects	S	-	7,540	7,766	26,232	27,019	9,679,423
(DIF, HURF & Streets)	A	7,320	-	-	-	-	-
Park Projects	S	-	-	-	-	-	18,359,569
	A	-	-	-	-	-	58,334
Library Projects	S	-	-	-	-	-	9,023,866
	A	-	-	-	-	-	-
Public Safety Projects	S	-	-	-	-	-	19,116,323
	A	-	-	-	-	-	-
Landfill Sanitation Projects	S	-	-	-	-	-	-
	A	-	-	22,000	22,660	23,340	348,184
Economic Development Projects	S	-	3,278	3,377	3,478	3,582	19,586
	A	5,563	2,452	2,525	2,601	2,679	14,649
Other Projects	S	-	169,149	174,223	179,450	184,833	7,716,031
	A	2,000	2,060	2,122	2,186	2,252	484,565
TOTAL Operating Impact	**S**	**$0**	**$309,283**	**$337,068**	**$397,007**	**$457,990**	**$72,783,267**
	A	**$14,883**	**$21,782**	**$44,435**	**$45,768**	**$47,142**	**$1,008,928**
	TOTAL	**$14,883**	**$331,065**	**$381,503**	**$442,775**	**$505,132**	**$73,792,195**

S = Department plans on submitting a supplemental request; A = Department plans to absorb operating costs

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 2012 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 2012 - 2021 Capital Improvement Plan
Summary of ALL Capital Projects by Funding Type

Fund # - Name	Carryover	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	3,089,699	0	0	0	0	0	19,968,255
2140 - Open Space/Trails	0	0	0	0	0	0	41,783,157
2060 - Parks	166,246	0	0	0	0	0	157,278,448
2160 - Library	0	0	0	0	0	0	35,609,148
2040 - Public Safety	2,251,879	163,241	237,397	82,835	212,766	84,394	111,245,173
2080 - Government Facilities	1,131,437	0	0	0	0	0	16,133,689
2130 - Cultural Facility	104,876	0	0	0	0	0	19,071,972
2100 - Economic Development	1,746,094	0	0	0	0	0	91,554,271
2180 - Flood Control	10,188,515	160,925	160,925	160,925	160,925	160,925	40,233,735
Sub-Total	**$18,678,746**	**$324,166**	**$398,322**	**$243,760**	**$373,691**	**$245,319**	**$532,877,848**
DIF FUNDS							
1600 - Roadway Improvements	131,958	0	22,064	0	194,908	171,500	1,766,178
1520 - Citywide Open Space	171,473	44,000	46,216	44,000	46,350	0	85,140
1460 - Citywide Parks	0	0	2,216	0	2,350	0	5,140
1480 - Citywide Rec Facility	0	0	2,216	0	2,350	0	5,140
1540 - Park Dev Zone 1	39,632	0	2,216	0	2,350	0	5,140
1560 - Park Dev Zone 2	123,506	15,000	7,816	5,600	2,350	0	5,140
1580 - Park Dev Zone 3	11,905	19,999	7,516	6,000	2,350	0	5,140
1380 - Library Buildings	0	0	0	0	0	0	1,609,288
1500 - Libraries	72,665	200,000	213,265	200,000	214,073	200,000	2,484,259
1440 - Police Dept Facilities	0	0	10,919	0	11,584	0	25,329
1420 - Fire Protection Facilities	0	0	11,480	0	12,179	0	26,627
1620 - General Government	0	0	12,799	0	13,578	0	29,687
Sub-Total	**$551,139**	**$278,999**	**$338,723**	**$255,600**	**$504,422**	**$371,500**	**$6,052,208**
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	4,427,688	7,250,000	750,000	2,580,720	4,389,700	9,792,030	53,921,823
2400 - Water	27,914,867	4,177,000	3,661,000	4,469,000	7,418,090	14,088,384	90,769,536
2420 - Sewer	4,494,114	4,918,480	5,984,973	6,378,552	16,394,116	26,773,149	39,911,243
2210 - Transportation Construction	31,183,100	8,321,290	8,608,921	8,581,328	8,438,738	4,580,989	22,985,155
2000 - HURF/Street Bonds	197,379	0	0	0	0	0	12,076,659
1340 - HURF/Streets Fund	0	0	0	0	0	0	1,677,285
1650 - Transportation Grants	3,518,115	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480 - Sanitation	0	1,863,645	1,299,787	3,140,259	2,738,000	3,778,990	12,723,434
2440 - Landfill	492,901	1,237,740	2,018,202	15,350,131	5,953,730	9,379,879	7,983,017
2120 - Airport Capital Grants	1,755,000	15,693,481	150,000	525,000	3,146,000	8,550,000	0
1840 - Other Federal & State Grants	811,252	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000 - General Fund	529,498	752,859	752,859	50,000	50,000	50,000	4,281,360
1740 - Civic Center	0	350,000	50,000	50,000	50,000	50,000	4,145,734
2150 - Technology Infrastructure	0	0	1,097,200	0	0	0	28,491,879
1220 - Arts Commission	0	500,000	500,000	500,000	500,000	500,000	1,750,000
Sub-Total	**$75,323,914**	**$49,064,495**	**$28,872,942**	**$45,624,990**	**$53,078,374**	**$81,543,421**	**$300,717,125**
Grand Total	**$94,553,799**	**$49,667,660**	**$29,609,987**	**$46,124,350**	**$53,956,487**	**$82,160,240**	**$839,647,181**
Total FY 2012 Funding		**$144,221,459**					

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.

Sahuaro Ranch Park Improvements

Fund # - Name	Carryover	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
1980-Street/Parking Bonds	3,089,699	0	0	0	0	0	19,968,255
2140-Open Space/Trails	0	0	0	0	0	0	41,783,157
2060-Park	166,246	0	0	0	0	0	157,278,448
2160-Library	0	0	0	0	0	0	35,609,148
2040-Public Safety	2,251,879	163,241	237,397	82,835	212,766	84,394	111,245,173
2080-Government Facilities	1,131,437	0	0	0	0	0	16,133,689
2130-Cultural Facility	104,876	0	0	0	0	0	19,071,972
2100-Economic Development	1,746,094	0	0	0	0	0	91,554,271
2180-Flood Control	10,188,515	160,925	160,925	160,925	160,925	160,925	40,233,735
Total Bond Funds	**$18,678,746**	**$324,166**	**$398,322**	**$243,760**	**$373,691**	**$245,319**	**$532,877,848**

STREET/PARKING
CONSTRUCTION FUNDS

This category includes projects that are funded with General Obligation street/parking construction bonds.

In FY 2012, carryover funding is available for street scallop, street beautification and petition lighting projects where needed. Funds are also available for additional tenant improvements to the Promenade on Palmaire Avenue within the Glendale downtown parking garage structure. There is no new funding included in the first five years of the capital improvement plan for the Street and Parking Construction Fund due to the continued drop in secondary assessed valuation.

Project Name: Promenade Parking/Tenant Imps
Funding Source: G.O. Bond
Fund #: 1980
Project #: 68120

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1980-Street/Parking Bonds — Category: 20%

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$4,287,748**	**$1,194,418**	**$1,195,320**	**$1,196,222**	**$1,197,123**	**$1,198,025**
Revenue							
Bond Proceeds		0	0	0	0	0	18,775,000
Investment Income		2,435	1,061	1,061	1,061	1,061	2,653
Total Revenue:		2,435	1,061	1,061	1,061	1,061	18,777,653
Operating Expenses							
Advisor Fees		6,066	159	159	159	159	398
Total Operating Expenses:		6,066	159	159	159	159	398
Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
68103 Street Scallop	1,200,597	0	0	0	0	0	9,711,345
68104 Street Beautification	718,310	0	0	0	0	0	6,444,410
68117 67th Ave. Camelback to Grand	83,419	0	0	0	0	0	0
68120 Promenade Parking/Tenant Imps	800,059	0	0	0	0	0	0
Sub-Total - Existing Assets	*2,802,385*	*0*	*0*	*0*	*0*	*0*	*16,155,755*
New Assets							
68102 Petition Lighting Program	287,314	0	0	0	0	0	800,000
T1232 95th Ave Camelback to Missouri	0	0	0	0	0	0	3,012,500
Sub-Total - New Assets	*287,314*	*0*	*0*	*0*	*0*	*0*	*3,812,500*
Total Project Expenses:	3,089,699	0	0	0	0	0	19,968,255
Total FY 2012 Funding:		3,089,699					
Estimated Ending Balance:		**$1,194,418**	**$1,195,320**	**$1,196,222**	**$1,197,123**	**$1,198,025**	**$7,024**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012 Carryover	$1,200,597	$0	$0	$0	$0	$0
TOTAL	**$1,200,597**	**$0**	**$0**	**$0**	**$0**	**$9,711,345**

Operating Description: O and M costs are not expected for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 1980-Street/Parking Bonds — Category: 20%

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, multiuse paths, improvements to handicap accessibility, benches, planting of trees, shrubs and ground cover.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012 Carryover	$718,310	$0	$0	$0	$0	$0
TOTAL	**$718,310**	**$0**	**$0**	**$0**	**$0**	**$6,444,410**

Operating Description: Additional O and M will be needed starting in FY 2019. O and M based on the standard formula for water and maintenance for 307,500 sq ft of landscaped area. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$0	$0	$0	$0	$0	$257,166
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$257,166**

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$83,419	$0	$0	$0	$0	$0
TOTAL	**$83,419**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 68120 - Promenade Parking/Tenant Imps (I) **Funding Source:** General Obligation Bonds

Project Description: The project will provide basic and specialized tenant improvements of approximately 10,000 sq ft at the Promenade on Palmaire Avenue within the Glendale downtown parking garage structure.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$800,059	$0	$0	$0	$0	$0
TOTAL	**$800,059**	**$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

PROJECT DETAIL: 1980-Street/Parking Bonds — Category: 20%

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$0	$0	$0	$0	$0	$700,000
Engineering Charges	$0	$0	$0	$0	$0	$39,600
Arts	$0	$0	$0	$0	$0	$7,000
Contingency	$0	$0	$0	$0	$0	$53,400
Sub-Total New Funding	$0	$0	$0	$0	$0	$800,000
FY 2012 Carryover	$287,314	$0	$0	$0	$0	$0
TOTAL	**$287,314**	**$0**	**$0**	**$0**	**$0**	**$800,000**

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 $90 per year, estimated maintenance for a light is $21 per year, including Remote Operations Asset Management monitoring. A supplemental budget request will be made as new streetlights are added to the system.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$3,200	$3,296	$3,395	$3,497	$3,602	$19,695
Utilities	$3,600	$3,708	$3,819	$3,934	$4,052	$22,157
Equip. Maint.	$520	$536	$552	$568	$585	$3,200
TOTAL	**$7,320**	**$7,540**	**$7,766**	**$7,999**	**$8,239**	**$45,052**

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 roadway, with curb, gutter, sidewalk, landscaping, street lighting and underground overhead utilities between Camelback Road North to Missouri Avenue. Project was previously referred to as 95th Avenue Camelback to Bethany Home Rd.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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: Landscape O and M based on 13,200 square feet of landscaping for a 1/4 mile of street improvements for five years. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$0	$0	$0	$0	$0	$14,520
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,520**

*** 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 multiuse trails and linear parks. There is no new funding included in the first five years of the capital improvement plan for the Open Space & Trails Construction Fund due to the continued drop in secondary assessed valuation.

Project Name: Sahuaro Ranch Park Improv.
Funding Source: G.O. Bond
Fund #: 2140
Project #: 70006
Picture Note: Project was completed during FY 2011

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2140-Open Space/Trails Construction — Category: 20%

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$555,688**	**$555,688**	**$555,688**	**$555,688**	**$555,688**	**$555,688**
Revenue								
Bond Proceeds			0	0	0	0	0	41,230,000
Total Revenue:			0	0	0	0	0	41,230,000
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
70000 Thunderbird Paseo Park Develop	0	0	0	0	0	0	0	1,998,656
T1630 Thunderbird Park Improvements	0	0	0	0	0	0	0	5,113,101
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*7,111,757*
New Assets								
70003 City-Wide Trails System	0	0	0	0	0	0	0	24,590,946
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	429,085
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*	*34,671,400*
Total Project Expenses:	0	0	0	0	0	0	0	41,783,157
Total FY 2012 Funding:			0					
Estimated Ending Balance:			**$555,688**	**$555,688**	**$555,688**	**$555,688**	**$555,688**	**$2,531**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 and replacement of equipment located in the linear park.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$423,475
Construction	$0	$0	$0	$0	$0	$1,209,928
Finance Charges	$0	$0	$0	$0	$0	$39,954
Engineering Charges	$0	$0	$0	$0	$0	$44,919
Arts	$0	$0	$0	$0	$0	$12,099
Equipment	$0	$0	$0	$0	$0	$90,217
Contingency	$0	$0	$0	$0	$0	$178,064
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,998,656**

Operating Description: O and M expenses would vary based upon the specific type of future landscape improvements that are implemented. Supplies and contracts calculated at $601 per acre X 50 acres plus inflation. A landscape water rate is calculated at $0.0495 per sq ft for 10 acres. All calculations are for 31 months of operation. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$95,558
Insurance	$0	$0	$0	$0	$0	$1,616
Landscape	$0	$0	$0	$0	$0	$68,566
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$165,740**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 the continued repair and maintenance of trails, removal of invasive plant species and re-vegetation of the park with native plants, repair and upgrading of existing park elements (ramadas, restrooms) and the removal of various park elements (ramadas and restrooms) from the wash located at 59th Avenue. The removal of ramadas in the 59th Avenue wash area will allow for restoration of the wildlife corridor and vegetation. The installation of new park elements such as ramadas, restrooms and a Ranger/Visitor building are also within the scope of this project.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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	$100,062
Engineering Charges	$0	$0	$0	$0	$0	$81,440
Arts	$0	$0	$0	$0	$0	$32,609
Equipment	$0	$0	$0	$0	$0	$29,501
Contingency	$0	$0	$0	$0	$0	$467,316
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,113,101**

Operating Description:

Staffing is a Service Worker II at $51,732 with benefits and inflation, a Park Ranger at $49,601 with benefits and inflation; Supplies/Contracts is ramada cleaning contract at $3,000 per ramada (23) per year. Utilities at $2.06 sq ft X 3,000 sq ft plus inflation. Building Maintenance at $1.62 X 3,000 sq ft and 10 light poles at $150 each plus $21 bulb replacement annually; insurance for new staff at $824 per yr; vehicle maintenance/replacement for compact pickup, computer and printer; landscape maintenance at $601 per acre X 5 acres; building water $0.195 per sq ft (3,000); refuse at $341.26 per month plus inflation. Operations are calculated for 36 months. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$374,207
Supplies/Contr	$0	$0	$0	$0	$0	$339,742
Utilities	$0	$0	$0	$0	$0	$22,822
Bldg. Maint.	$0	$0	$0	$0	$0	$24,225
Insurance	$0	$0	$0	$0	$0	$6,086
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$19,059
Landscape	$0	$0	$0	$0	$0	$11,097
Water	$0	$0	$0	$0	$0	$2,161
Refuse	$0	$0	$0	$0	$0	$15,122
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$814,521**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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, construction of pedestrian, bicycle and equestrian paths and trails and connectivity between areas of interest citywide that accommodates future growth and user demands.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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	$482,175
Engineering Charges	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$162,750
Equipment	$0	$0	$0	$0	$0	$19,505
Contingency	$0	$0	$0	$0	$0	$1,833,266
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$24,590,946**

Operating Description: Specific scope will determine the additional O and M costs which could include utilities for additional lighting (260 poles X $150 per pole) 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 light bulb replacement at $21 each per year. Staffing is a Service Worker II position at $14.08 per hour plus benefits. Other operating calculations have been based on 50 acres. Supplies/contracts at $601 per acre plus inflation, landscape maintenance at $0.22 per sq ft, landscape water at $0.0495 sq ft. plus inflation, vehicle replacement is for a compact pickup with maintenance. All calculations are for 26 months of operation. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$112,619
Supplies/Contr	$0	$0	$0	$0	$0	$80,145
Utilities	$0	$0	$0	$0	$0	$104,015
Bldg. Maint.	$0	$0	$0	$0	$0	$14,562
Equip. Maint.	$0	$0	$0	$0	$0	$9,641
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,294
Landscape	$0	$0	$0	$0	$0	$553,777
Water	$0	$0	$0	$0	$0	$287,538
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,167,591**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2140-Open Space/Trails Construction — Category: 20%

Project: 70005 - West Valley Multi-Modal Corrid (N) **Funding Source:** General Obligation Bonds

Project Description: Multimodal 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, and serve new and existing residents.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$110,847
Bldg. Maint.	$0	$0	$0	$0	$0	$18,415
Landscape	$0	$0	$0	$0	$0	$461,667
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$590,929**

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 that will link neighborhoods to the Thunderbird Paseo Linear Park and Regional Sun Circle Trail. This bridge would be 1/4 mile west of the Sunnyside Bridge and separated by 51st Avenue.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$73,551
Construction	$0	$0	$0	$0	$0	$294,206
Finance Charges	$0	$0	$0	$0	$0	$8,413
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**	**$429,085**

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 times 70 feet. Building Maintenance for safety inspections is $2.00 sq ft X bridge surface (840 sq ft). Calculations are based on 36 months of operation. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$14,347
Bldg. Maint.	$0	$0	$0	$0	$0	$6,204
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$20,551**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 connect the existing link under Bethany Home Road to the existing Grand Canal Linear Park Trail. 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 future and existing park users as well as Grand Canal Linear Park and trail users.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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: Refer to Parks Project No. 2060-70532 for O and M impact.

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, including a bridge over the drainage channel just north of the Paraiso Drive alignment. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 1,500-foot long multi-use pathway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$0	$0	$0	$0	$6,330
Landscape	$0	$0	$0	$0	$0	$7,140
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$13,470**

*** 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 is not expected to receive new funding until after the first five years of the capital improvement plan. 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 Enhancements
Funding Source: G.O. Bond
Fund #: 2060
Project #: 70510
Picture Note: O'Neil Park

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2060-Parks Construction — Category: 20%

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$347,826**	**$176,498**	**$177,683**	**$178,961**	**$180,243**	**$181,620**
Revenue								
Bond Proceeds^			0	0	0	0	0	157,095,000
Interest Income			1,760	1,185	1,278	1,282	1,377	3,442
Investment Income			15	0	0	0	0	0
Total Revenue:			1,775	1,185	1,278	1,282	1,377	157,098,442
Operating Expenses								
Advisor Fees			6,857	0	0	0	0	0
Total Operating Expenses:			6,857	0	0	0	0	0
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		12,134	0	0	0	0	0	8,483,766
70514	O'Neil Center Expansion		0	0	0	0	0	0	4,819,952
70515	T-Bird Park Improvements		0	0	0	0	0	0	2,888,882
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	4,453,631
70540	Grounds & Facilities Imprvmnts		9,665	0	0	0	0	0	200,000
T1710	Adult Center Expansion		0	0	0	0	0	0	9,361,181
T1714	*O'Neil Park Splash Pad		0	0	0	0	0	0	748,965
Replacement of Existing Assets								
70500	Parks Redevelopment		106,518	0	0	0	0	0	27,549,469
70512	Facilities Renovation		4,942	0	0	0	0	0	9,530,345
70526	Multiuse Sports Field Lighting		0	0	0	0	0	0	3,282,998
70541	Parks Capital Equipment		22,810	0	0	0	0	0	500,000
70542	Parks Master Plan Update		10,177	0	0	0	0	0	0
T1712	Aquatic Facility Restoration		0	0	0	0	0	0	7,269,958
T1713	Foothills Center Restoration		0	0	0	0	0	0	1,889,025
Sub-Total - Existing Assets			*166,246*	*0*	*0*	*0*	*0*	*0*	*120,034,536*
New Assets								
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
70531	Sahuaro Ranch Visitor Ctr.		0	0	0	0	0	0	1,472,638
Sub-Total - New Assets			*0*	*0*	*0*	*0*	*0*	*0*	*37,243,912*
Total Project Expenses:			166,246	0	0	0	0	0	157,278,448
Total FY 2012 Funding:				166,246					
Estimated Ending Balance:				**$176,498**	**$177,683**	**$178,961**	**$180,243**	**$181,620**	**$1,614**

^Will require additional voter authorization in last 5 years of the plan.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 multiuse fields, bleachers, a restroom, control building, final half-street improvements, and other park amenities that are typically associated with community parks. Once completed, the multiuse complex will also feature soccer/football fields, sports lights, playground, picnic facility, parking, and sport courts with lights.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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:

Additional O and M would be needed starting in FY 2018. Staffing includes a Service Worker II at $51,732 (includes benefits) and a Building Maintenance Worker at $58,782 (includes benefits). Supplies/Contracts include $601 per acre x 20 acres. Utilities includes $2.70 per sq ft x 2,000 sq ft for the control building electrical cost. Building maintenance costs include lights ($16,000 per field) and lamp replacement ($3,166 per field) for three soccer fields, 40 additional low level security lights will be maintained at $75 per fixture and $13 for lamp replacement per fixture, $4.60 per sq ft to maintain the plumbing in 800 sq ft restroom, heating, ventilating and air conditioning (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 $4.60 per sq ft for plumbing maintenance of the control building. Equipment maintenance includes maintenance costs ($0.22 per mile) and fuel ($0.17 per mile) for 1/2 ton pickup truck driven 8,000 miles per year. Insurance is $813 per new employee. Electrical includes security monitoring system at $600 per year. Vehicle replacement includes $2,050 per year for the 1/2 ton pickup and technology replacement includes $640 per year for a laptop and $1,053 per year for a printer. Landscape is calculated at 871,200 sq ft x .0927 and landscape water at 871,200 sq ft x .0495. Water is calculated at 2,000 sq ft x $.195. Refuse includes a 6-yard container x 3 pick-ups per week.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$552,069
Supplies/Contr	$0	$0	$0	$0	$0	$60,046
Utilities	$0	$0	$0	$0	$0	$26,976
Bldg. Maint.	$0	$0	$0	$0	$0	$459,693
Equip. Maint.	$0	$0	$0	$0	$0	$15,586
Insurance	$0	$0	$0	$0	$0	$8,123
Electrical	$0	$0	$0	$0	$0	$2,997
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$18,698
Landscape	$0	$0	$0	$0	$0	$618,862
Water	$0	$0	$0	$0	$0	$1,948
Refuse	$0	$0	$0	$0	$0	$20,451
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,785,449**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 multipurpose 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2 Senior Recreation Coordinator - $76,246, 1 Clerical staff - $47,487, 3 Recreation Programmers - $53,868, a Service Worker II - $51,654, and a 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 $2.70. Utilities includes electricity at $2.70 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 $1.62 per sq ft x 30,000 sq ft, and plumbing maintenance at $4.60 per sq ft x 30,000 sq ft. Insurance is $824 x the number of staff. Fire alarm is $600 per year. PC/Vehicle replacement includes $20,500 per vehicle (truck) for fuel costs, 8,000 miles x $0.17 for maintenance, 8,000 miles x $0.22 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 $0.195 Refuse is based on a two 6-yard container x 3 pick-ups per week at $2,047 each.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$883,587
Supplies/Contr	$0	$0	$0	$0	$0	$149,560
Utilities	$0	$0	$0	$0	$0	$149,560
Bldg. Maint.	$0	$0	$0	$0	$0	$483,024
Insurance	$0	$0	$0	$0	$0	$7,607
Electrical	$0	$0	$0	$0	$0	$1,108
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$34,908
Water	$0	$0	$0	$0	$0	$10,801
Refuse	$0	$0	$0	$0	$0	$7,559
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,727,714**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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, a restroom, native grass, landscaping and low flow crossing. Phase I of the community park included a playground, a ramada, open turf area, parking, a dog park, landscaping and meandering multiuse paths.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 $0.195 per sq ft, and a drinking fountain at $60.39. Refuse includes one container for the entire site at $2,047 per year.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$6,582
Utilities	$0	$0	$0	$0	$0	$8,124
Bldg. Maint.	$0	$0	$0	$0	$0	$26,588
Landscape	$0	$0	$0	$0	$0	$343,113
Water	$0	$0	$0	$0	$0	$797
Refuse	$0	$0	$0	$0	$0	$7,559
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$392,763**

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 park site. This may include additional lighting, enhanced pathways, and/or landscape improvements.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Bldg. Maint.	$0	$0	$0	$0	$0	$16,249
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,249**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 strive to meet the demands park users place on park land and facilities. 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, additional low-level security lighting, picnic areas, picnic benches, 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$1,067,302
Construction	$0	$0	$0	$0	$0	$6,177,247
Finance Charges	$0	$0	$0	$0	$0	$206,517
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$61,773
Equipment	$0	$0	$0	$0	$0	$250,000
Contingency	$0	$0	$0	$0	$0	$628,427
Sub-Total New Funding	$0	$0	$0	$0	$0	$8,483,766
FY 2012 Carryover	$12,134	$0	$0	$0	$0	$0
TOTAL	**$12,134**	**$0**	**$0**	**$0**	**$0**	**$8,483,766**

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. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$14,796
Bldg. Maint.	$0	$0	$0	$0	$0	$5,416
Landscape	$0	$0	$0	$0	$0	$38,122
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$58,334**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 $2.70 per sq ft. Building Maintenance includes $2.70 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 $824 for additional fulltime 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 includes building water at $0.195 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$373,116
Supplies/Contr	$0	$0	$0	$0	$0	$84,627
Utilities	$0	$0	$0	$0	$0	$84,627
Bldg. Maint.	$0	$0	$0	$0	$0	$136,512
Insurance	$0	$0	$0	$0	$0	$2,536
Electrical	$0	$0	$0	$0	$0	$7,385
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$6,398
Water	$0	$0	$0	$0	$0	$6,001
Refuse	$0	$0	$0	$0	$0	$6,299
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$707,501**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 Master Plan recommendations and improvements, removal of invasive plant species and re-vegetation, signage upgrades, repairs or replacements to existing ramadas, picnic tables, grills, restrooms and other infrastructure. This funding also addresses the continuation of re-vegetation, as well as the installation of new park elements, such as trail head improvements, ramadas and parking lot improvements.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$646,739
Construction	$0	$0	$0	$0	$0	$1,847,826
Finance Charges	$0	$0	$0	$0	$0	$56,644
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
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,888,882**

Operating Description: Improvements have O and M impact for two new 750 square feet restrooms with 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 $1.62 X 3,000 sq ft = $4,860 annually; equipment maintenance is for two added pole lights at $300 annually; insurance is for 2 new employees at $824 per person; ramada cleaning at $3,000 each at five new ramadas, building water at $0.195 sq ft or $49 per month; equipment replacement is a computer, printer purchase and their replacement cost. Calculations are based on a 34 month operating period.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$375,519
Supplies/Contr	$0	$0	$0	$0	$0	$115,479
Utilities	$0	$0	$0	$0	$0	$20,390
Bldg. Maint.	$0	$0	$0	$0	$0	$16,035
Equip. Maint.	$0	$0	$0	$0	$0	$989
Insurance	$0	$0	$0	$0	$0	$5,437
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$5,943
Landscape	$0	$0	$0	$0	$0	$21,431
Water	$0	$0	$0	$0	$0	$1,930
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$563,153**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 Glendale 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$11,115
Bldg. Maint.	$0	$0	$0	$0	$0	$10,832
Landscape	$0	$0	$0	$0	$0	$114,386
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$136,333**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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. Includes 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 remaining 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 $2.70 per sq ft x 2000 sq ft control building in the softball complex. Equipment Maintenance includes 110 light poles x $171 each for electricity and lamp replacement. Building Maintenance includes $2.70 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 $824 per person. PC/Vehicle replacement includes $3,000 per phone x 6, $640 per lap top x 3, $1,053 per printer x 3, $2,050 for 1/2 ton pick up replacement charges, 8,000 miles x $0.17 for maintenance costs, 8,000 miles x $0.22 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 $0.195 per sq ft x 2,000. Refuse includes five containers located throughout the park at $2,047 per year.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$635,834
Supplies/Contr	$0	$0	$0	$0	$0	$184,950
Utilities	$0	$0	$0	$0	$0	$33,851
Bldg. Maint.	$0	$0	$0	$0	$0	$943,904
Equip. Maint.	$0	$0	$0	$0	$0	$115,771
Insurance	$0	$0	$0	$0	$0	$10,143
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$173,865
Landscape	$0	$0	$0	$0	$0	$993,899
Water	$0	$0	$0	$0	$0	$2,400
Refuse	$0	$0	$0	$0	$0	$62,994
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,157,611**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: 70535 - Paseo Racquet Center Park (I) **Funding Source:** General Obligation Bonds

Project Description: The park project has two components: Paseo Sports Complex and Paseo Racquet Center, both of which are in this park. The Sports Complex work would include installation of 12,500 sq ft of spectator seating, addition of concrete surfacing, replacement of the lighting system, restroom and concessions building. At the Paseo Racquet Center, necessary maintenance repairs include court overlays, court resurfacing, lighting, fencing and building restoration and improvements per the pending new agreement with lessee.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$1,005,416
Construction	$0	$0	$0	$0	$0	$2,872,616
Finance Charges	$0	$0	$0	$0	$0	$87,326
Engineering Charges	$0	$0	$0	$0	$0	$71,744
Arts	$0	$0	$0	$0	$0	$28,726
Contingency	$0	$0	$0	$0	$0	$387,803
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,453,631**

Operating Description: These capital improvements are to existing facilities and will likely decrease O and M expenses.

Project: 70540 - Grounds & Facilities Imprvmnts (I) **Funding Source:** General Obligation Bonds

Project Description: Renovate and enhance golf course grounds and infrastructure at Glendale's Glen Lakes and Desert Mirage golf courses. Improvements will include modifying or enhancing greens, tees, fairways, cart paths, irrigation system, lakes, driving range, parking lot, and pro-shop for both municipal golf courses.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$0	$0	$0	$0	$200,000
Sub-Total New Funding	$0	$0	$0	$0	$0	$200,000
FY 2012 Carryover	$9,665	$0	$0	$0	$0	$0
TOTAL	**$9,665**	**$0**	**$0**	**$0**	**$0**	**$200,000**

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 2012-2021 Capital Improvement Plan

PROJECT 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 second level of the Adult Center. Expansion will help meet the needs of present center users and will also accommodate the additional programs needed for the growing number of seniors in the city and the increasing adult center attendance. The expansion could include meeting rooms, relocated billiards room, aerobics, specialty crafts and programmer offices.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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	$183,552
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**	**$9,361,181**

Operating Description:

Staffing includes 1 Senior Recreation Coordinator at $72,275 including benefits, 1 Recreation Programmer at $51,554 including benefits, 1 FTE Office Support Supervisor at $58,394 including benefits, 1 Custodian with benefits at $47,025, 2-19 hour Recreation Programmers at $55,218 with benefits. Supplies and contracts include $2.70 per sq ft x 17,000 sq ft. Utilities include the cost of electricity at $2.70 x 17,000 sq ft. Building Maintenance includes HVAC maintenance at $2.50 x 17,000 sq ft; Insurance is 5 employees x $824 plus inflation, per employee. Electrical is $100 additional monthly security monitoring; building water is $0.195 per sq ft x 17,000 sq ft . All are factored for inflation and calculated for 27 months of operation. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$787,867
Supplies/Contr	$0	$0	$0	$0	$0	$127,126
Utilities	$0	$0	$0	$0	$0	$127,126
Bldg. Maint.	$0	$0	$0	$0	$0	$117,710
Equip. Maint.	$0	$0	$0	$0	$0	$14,329
Insurance	$0	$0	$0	$0	$0	$11,411
Electrical	$0	$0	$0	$0	$0	$3,324
Water	$0	$0	$0	$0	$0	$1,492
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,190,385**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: T1714* - O'Neil Park Splash Pad (I) **Funding Source:** General Obligation Bonds

Project Description: Demolition of an existing pool site and construction of a 15,000 - 20,000 sq ft splash pad. The new splash pad would include state-of-the-art themed spray components, concrete pad with a synthetic aquatic service, shade structures, controlled access points, outdoor lighting, and a re-circulating pump station to conserve water.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$169,050
Construction	$0	$0	$0	$0	$0	$483,000
Finance Charges	$0	$0	$0	$0	$0	$14,685
Engineering Charges	$0	$0	$0	$0	$0	$29,400
Arts	$0	$0	$0	$0	$0	$4,830
Contingency	$0	$0	$0	$0	$0	$48,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$748,965**

Operating Description: Supplies and Contracts includes chemicals for water treatment at $.23 per sq ft, Building maintenance accounts for 10 low level lighting for night use at $188 x 10, and water accounts for the evaporation of the re-circulating water at $.06 per square foot. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$8,370
Bldg. Maint.	$0	$0	$0	$0	$0	$4,210
Water	$0	$0	$0	$0	$0	$2,277
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,857**

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 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$6,283,947
Construction	$0	$0	$0	$0	$0	$18,239,851
Finance Charges	$0	$0	$0	$0	$0	$680,571
Engineering Charges	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$182,398
Contingency	$0	$0	$0	$0	$0	$2,040,702
Sub-Total New Funding	$0	$0	$0	$0	$0	$27,549,469
FY 2012 Carryover	$106,518	$0	$0	$0	$0	$0
TOTAL	**$106,518**	**$0**	**$0**	**$0**	**$0**	**$27,549,469**

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. These parks are currently maintained, so staff doesn't project additional landscape maintenance or water costs. Water would include the addition of 40 drinking fountains at $66 each. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$36,990
Bldg. Maint.	$0	$0	$0	$0	$0	$16,249
Water	$0	$0	$0	$0	$0	$16,249
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$69,488**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: 70512 - Facilities Renovation (R) **Funding Source:** General Obligation Bonds

Project Description: Renovations address planned and/or unexpected restoration improvements and infrastructure replacement 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$0	$0	$0	$0	$0	$8,093,137
Finance Charges	$0	$0	$0	$0	$0	$186,870
Engineering Charges	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$80,931
Equipment	$0	$0	$0	$0	$0	$200,000
Contingency	$0	$0	$0	$0	$0	$849,407
Sub-Total New Funding	$0	$0	$0	$0	$0	$9,530,345
FY 2012 Carryover	$4,942	$0	$0	$0	$0	$0
TOTAL	**$4,942**	**$0**	**$0**	**$0**	**$0**	**$9,530,345**

Operating Description: New O and M expenses are not usually encountered with restoration activities.

Project: 70526 - Multiuse Sports Field Lighting (R) **Funding Source:** General Obligation Bonds

Project Description: Renovation or replacement of existing sports lights that have illumination depreciation or nor longer meet current illumination standards.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Bldg. Maint.	$0	$0	$0	$0	$0	$818,556
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$818,556**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: 70541 - Parks Capital Equipment (R) **Funding Source:** General Obligation Bonds

Project Description: Purchase new and replace old, outdated equipment such as mowers, trailers, utility vehicles, ball field preparation machines and pick-up trucks that have outlasted their effective life span for use at parks and maintenance of city green spaces and grounds.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012 Carryover	$22,810	$0	$0	$0	$0	$0
TOTAL	**$22,810**	**$0**	**$0**	**$0**	**$0**	**$500,000**

Operating Description: PC/Vehicle Replacement includes maintenance for 5 mowers, 5 trailers, 5 ball field prep. machines and 2 pick-up trucks. Equipment maintenance is $75 per hour x 20 (# of visits) x pieces of equipment. Two pick up trucks at $2,050, $.17 per mile for maintenance costs x 8,000 miles, and $.22 per mile x 8,000 miles for fuel costs. The remaining equipment will calculated as the equivalent as one vehicle, which is one truck at $2,050, $.17 per mile for maintenance costs x 8,000 miles, and $.22 per mile x 8,000 miles for fuel costs. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$0	$0	$0	$0	$138,482
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$127,280
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$265,762**

Project: 70542 - Parks Master Plan Update (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. The scheduled update is required to meet agency accreditation standards.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$10,177	$0	$0	$0	$0	$0
TOTAL	**$10,177**	**$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. The aquatic facilities 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 to ensure continued compliance with all federal, state and county health code requirements.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: T1713 - Foothills Center Restoration (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement of recreation center equipment that had a useful life of 5-7 years 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$189,625
Construction	$0	$0	$0	$0	$0	$758,500
Finance Charges	$0	$0	$0	$0	$0	$37,040
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**	**$1,889,025**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: 70527 - West Area Pool (N) **Funding Source:** General Obligation Bonds

Project Description: Design and 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, 50 yard competitive swimming pool with heat, dive well with heat, waterslides, wave in a box feature, lighting, decking, a bath house with classroom and a parking lot.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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: Fulltime staffing includes a Programmer at $44,271 and a Crew Leader at $50,145. Insurance is included for the two fulltime staff. Hourly staffing includes a summer Pool Manager, two Assistant Pool Managers, Lifeguards, Water Safety Instructors and Cashiers at $250,000 annually. Supplies include chemicals ($25,000), programming supplies ($30,000) and Red Cross supplies ($1,000). Utilities include electricity ($35,000) and natural gas ($40,000). Building maintenance includes lighting maintenance ($1,536) and custodial service, HVAC maintenance and plumbing for 5,650 sq ft. Equipment maintenance includes $15,000 for pool pump, filters and other pool equipment maintenance based on current costs at Rose Lane and Foothills aquatic centers. Electrical includes operations and maintenance for fire alarm monitoring, a security system and camera ($5,000). Technology replacement contributions are for four desktop computers and vehicle replacement contributions are for ½ ton pickup truck. Maintenance for 56,500 sq ft of landscape. Building water for a 5,650 sq ft building and pool water estimated at $15,000 per year. Refuse includes service of two 6-yard containers three times a week.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$861,040
Supplies/Contr	$0	$0	$0	$0	$0	$140,000
Utilities	$0	$0	$0	$0	$0	$187,500
Bldg. Maint.	$0	$0	$0	$0	$0	$127,910
Equip. Maint.	$0	$0	$0	$0	$0	$37,500
Insurance	$0	$0	$0	$0	$0	$5,370
Electrical	$0	$0	$0	$0	$0	$12,500
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$10,525
Landscape	$0	$0	$0	$0	$0	$31,075
Water	$0	$0	$0	$0	$0	$40,253
Refuse	$0	$0	$0	$0	$0	$10,238
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,463,911**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2060-Parks Construction — Category: 20%

Project: 70528 - Family Recreation Center-West (N) **Funding Source:** General Obligation Bonds

Project Description:

Development of a multi-generational 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-generational recreation center that target a diverse demographic.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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:

Additional O and M calculated for 21 months beginning in September 2019. Staffing levels are based on a seven day per week operation and includes a Recreation Manager, a Office Support Supervisor, 3 Senior Recreation Coordinators, 2 Secretaries, 3 Recreation Programmers, a Service Worker II, a Service Worker III, 2 Building Maintenance Workers, and 10 PT Recreation Programmers (benefits included for FTE's only). Supplies/Contracts include $2.70 sq ft x 70,000 sq ft facility. Utilities include $2.70 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 at $1.62 per sq ft x 70,000, plumbing costs at $4.60 per sq ft x 70,000 sq ft. Equipment maintenance includes vehicle maintenance ($0.17 per mile) and fuel ($0.22 per mile) for three 1/2 ton pickup trucks driven 8,000 miles annually. Insurance includes $786 x 19 employees. Electrical includes fire alarm system at $150 per month, which includes the monitoring subscription dedicated phone lines. Vehicle replacement includes vehicle replacement at $2,050 x 3. Technology replacement includes $540 x 8 desktop computers and a network printer at $1,053 per year. Landscape maintenance and water costs are included in project 2060-70532. Building water is calculated at $0.195 x 70,000 sq ft. Refuse includes two 6-yard containers x 3 pick-ups per week at $2,047 annually.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$2,500,847
Supplies/Contr	$0	$0	$0	$0	$0	$426,167
Utilities	$0	$0	$0	$0	$0	$426,167
Bldg. Maint.	$0	$0	$0	$0	$0	$1,376,361
Equip. Maint.	$0	$0	$0	$0	$0	$21,105
Insurance	$0	$0	$0	$0	$0	$33,674
Electrical	$0	$0	$0	$0	$0	$4,059
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$25,983
Water	$0	$0	$0	$0	$0	$30,779
Refuse	$0	$0	$0	$0	$0	$9,234
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,854,376**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 $2.70 per sq ft x 5,000 sq ft. Utilities include the cost for electricity at $2.70 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 $1.62 per sq ft x 5,000 sq ft, and plumbing at $4.60 per sq ft x 5,000 sq ft. Insurance is $824 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. 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 .195 per sq ft.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$567,812
Supplies/Contr	$0	$0	$0	$0	$0	$83,089
Utilities	$0	$0	$0	$0	$0	$83,089
Bldg. Maint.	$0	$0	$0	$0	$0	$268,347
Insurance	$0	$0	$0	$0	$0	$5,072
Electrical	$0	$0	$0	$0	$0	$123,095
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$58,956
Water	$0	$0	$0	$0	$0	$6,001
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,195,461**

*** 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 valuation required the Western Area Library originally planned for FY 2009 and FY 2010 to be pushed to the last five years of the capital improvement plan joining the renovation project for the three existing city libraries.

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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2160-Library Construction — Category: 6%

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Revenue								
Bond Proceeds^			0	0	0	0	0	35,610,000
Total Revenue:			0	0	0	0	0	35,610,000
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
T2810 Int. Renovation-Main, VT, FH	0	0	0	0	0	0	0	12,579,433
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*12,579,433*
New Assets								
74000 West Branch Library	0	0	0	0	0	0	0	23,029,715
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*23,029,715*
Total Project Expenses:	0	0	0	0	0	0	0	35,609,148
Total FY 2012 Funding:			0					
Estimated Ending Balance:			**$0**	**$0**	**$0**	**$0**	**$0**	**$852**

^Will require additional voter authorization in last 5 years of the plan.

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$246,656
IT/Phone/Security	$0	$0	$0	$0	$0	$43,692
Equipment	$0	$0	$0	$0	$0	$12,289,085
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,579,433**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 $26,592,494 in FY 2017. A total of $23,029,715 in general obligation bonds will be needed for this project with the remaining cost covered by DIF. The design of the building was completed in 2009, and was paid from DIF Account 1380-74250. By 2017, it is anticipated that considerable redesign may be necessary.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$2,549,996
Construction	$0	$0	$0	$0	$0	$14,974,202
Finance Charges	$0	$0	$0	$0	$0	$561,718
IT/Phone/Security	$0	$0	$0	$0	$0	$440,000
Engineering Charges	$0	$0	$0	$0	$0	$101,862
Arts	$0	$0	$0	$0	$0	$149,742
Equipment	$0	$0	$0	$0	$0	$1,221,001
Contingency	$0	$0	$0	$0	$0	$1,801,194
Miscellaneous/Other	$0	$0	$0	$0	$0	$1,230,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$23,029,715**

Operating Description:

Additional O and M would be needed starting in September 2018. Staffing includes the salary and benefits for a branch manager, 2 Librarian III's, 7 Librarian I's, a Library Operations Supervisor, 4 Library Assistant III's, a Library Assistant II, a Library Assistant I, 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 addition of this building. Staffing also includes eight 19-hour pages and two 19-hour Information Services Assistants. 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. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$5,730,470
Supplies/Contr	$0	$0	$0	$0	$0	$1,784,895
Utilities	$0	$0	$0	$0	$0	$343,743
Bldg. Maint.	$0	$0	$0	$0	$0	$291,623
Equip. Maint.	$0	$0	$0	$0	$0	$360,839
Insurance	$0	$0	$0	$0	$0	$51,857
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$395,056
Landscape	$0	$0	$0	$0	$0	$26,176
Water	$0	$0	$0	$0	$0	$33,461
Refuse	$0	$0	$0	$0	$0	$5,746
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,023,866**

*** 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.

Carryover and new funding within the Public Safety Communication System project will be utilized to complete the necessary steps in order for the Police and Fire Departments to join the Regional Wireless Cooperative (RWC). The Fire Department also has carryover funding available for the purchase of radios that are interoperable with the radios currently used by the RWC. All remaining carryover will be used to complete equipping fire vehicles with the necessary apparatus.

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 the last five years of the capital improvement plan, joining Phase II of the Western Public Safety Training Facility.

Project Name: PS Digital Comm. System
Funding Source: G.O. Bond
Fund #: 2040
Project #: 75012

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2040-Public Safety Construction — Category: 20%

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$4,683,078**	**$2,272,052**	**$2,036,383**	**$1,954,820**	**$1,742,609**	**$1,658,879**
Revenue							
Bond Proceeds		0	0	0	0	0	98,475,000
Interest Income		5,907	1,728	1,272	555	664	1,659
Intergovernmental Revenue		0	0	0	0	0	11,114,239
Investment Income		187	0	0	0	0	0
Total Revenue:		6,094	1,728	1,272	555	664	109,590,898
Operating Expenses							
Advisor Fees		2,000	0	0	0	0	0
Total Operating Expenses:		2,000	0	0	0	0	0
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Improvement of Existing Assets							
75012 PS Digital Comm. System	698,539	163,241	237,397	82,835	212,766	84,394	868,309
Replacement of Existing Assets							
75024 800MHz Comm Equip	1,263,671	0	0	0	0	0	1,937,128
75034 Engine & Ladder Replacement	0	0	0	0	0	0	3,938,255
75036 Replace Utility Truck	76,768	0	0	0	0	0	0
T2520 Infor & Imaging Systems	0	0	0	0	0	0	735,420
T5320 EOC Equipment Replacement	0	0	0	0	0	0	4,800,612
T5380 Replace HazMat Vehicle	0	0	0	0	0	0	916,199
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	*2,038,978*	*163,241*	*237,397*	*82,835*	*212,766*	*84,394*	*16,307,283*
New Assets							
75020 City Court Building	0	0	0	0	0	0	43,005,399
75035 Fire Ladder Truck & Tender	212,901	0	0	0	0	0	0
T5370 Training Facility Phase II	0	0	0	0	0	0	38,532,554
T5400 Purchase Type 3 Brush Truck	0	0	0	0	0	0	489,819
T5536 Fire Station - Western Area	0	0	0	0	0	0	12,910,118
Sub-Total - New Assets	*212,901*	*0*	*0*	*0*	*0*	*0*	*94,937,890*
Total Project Expenses:	2,251,879	163,241	237,397	82,835	212,766	84,394	111,245,173
Total FY 2012 Funding:		2,415,120					
Estimated Ending Balance:		**$2,272,052**	**$2,036,383**	**$1,954,820**	**$1,742,609**	**$1,658,879**	**$4,603**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: 75012 - PS Digital Comm. System (I) **Funding Source:** General Obligation Bonds

Project Description: This project helps fund the city's share of membership in the Regional Wireless Cooperative (RWC) digital communications system (two-way radio). Fees associated with this membership cover the operational and maintenance costs on a per radio basis as well as special assessment fees. Membership in the RWC provides for enhanced service, redundancy and increased coverage for all city departments. Most importantly, interoperability not only within city departments but also valley wide partners is greatly increased.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$3,265	$4,748	$1,657	$4,255	$1,688	$19,157
IT/Phone/Security	$73,530	$79,775	$81,178	$81,939	$82,706	$429,983
Miscellaneous/Other	$86,446	$152,874	$0	$126,572	$0	$419,169
Sub-Total New Funding	$163,241	$237,397	$82,835	$212,766	$84,394	$868,309
FY 2012 Carryover	$698,539	$0	$0	$0	$0	$0
TOTAL	**$861,780**	**$237,397**	**$82,835**	**$212,766**	**$84,394**	**$868,309**

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. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$0	$0	$0	$0	$1,432,986
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,432,986**

Project: 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement and/or upgrade of existing 800 MHz radios for the Regional Wireless Cooperative to ensure the department continues to meet Federal Communications Commission requirements for Public Safety radio transmissions as mandated.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$28,628
Equipment	$0	$0	$0	$0	$0	$1,908,500
Sub-Total New Funding	$0	$0	$0	$0	$0	$1,937,128
FY 2012 Carryover	$1,263,671	$0	$0	$0	$0	$0
TOTAL	**$1,263,671**	**$0**	**$0**	**$0**	**$0**	**$1,937,128**

Operating Description: O and M includes network fees annually at $49 per month, per radio for 275 radios x five years. The department will submit a supplemental in the future for the additional O and M.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$808,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$808,500**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 in an effort to be compliant with the National Fire Protection Association Standards for emergency apparatus.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$96,055
Equipment	$0	$0	$0	$0	$0	$3,842,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,938,255**

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: Replacement of 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$76,768	$0	$0	$0	$0	$0
TOTAL	**$76,768**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T2520 - Infor & Imaging Systems (R) **Funding Source:** General Obligation Bonds

Project Description: This project will replace the digital system utilized for crime scene documentation and other digital documentation.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$14,420
Equipment	$0	$0	$0	$0	$0	$721,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$735,420**

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. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$0	$0	$0	$0	$309,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$309,000**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 Systems, Weather System, and Public Safety Critical Infrastructure Protection System all reside on the 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.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$94,130
IT/Phone/Security	$0	$0	$0	$0	$0	$4,706,482
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,800,612**

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 $1,176,620 annually, or $4,706,482 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 and microphones; 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. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$4,706,482
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,706,482**

Project: T5380 - Replace HazMat Vehicle (R) **Funding Source:** General Obligation Bonds

Project Description:

Replacement of a HazMat vehicle for the hazardous materials team. The current truck will have served its useful life of 10 years in FY 2019.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$13,540
Equipment	$0	$0	$0	$0	$0	$902,659
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$916,199**

Operating Description:

No additional O and M is needed since the Hazmat truck will be replacing the current vehicle.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

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. Emergency medical incidents account for 80% of all calls for service. New technology also plays a part in how long we can continue to use older equipment. Currently, the department's heart monitors are adequate through FY 2017, at which time they are expected to reach the end of their useful life. Heart monitors are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 for the heart monitors would be needed starting in FY 2019. O and M includes the ongoing annual maintenance cost of $20,000 for all units and two batteries a year ($200 per battery) for each unit. O and M calculated with 3% inflation per year. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$0	$0	$0	$0	$121,645
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$121,645**

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: T5539 - Replacement of Airpacks (R) **Funding Source:** General Obligation Bonds

Project Description:

Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2017. In FY 2017, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Airpacks are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 $74,545 is necessary. The $25,000 for annual maintenance and repair will be needed the year after purchase. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$74,545
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$74,545**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 2017. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$4,742,010
Construction	$0	$0	$0	$0	$0	$31,613,404
Finance Charges	$0	$0	$0	$0	$0	$791,603
IT/Phone/Security	$0	$0	$0	$0	$0	$2,235,868
Engineering Charges	$0	$0	$0	$0	$0	$139,968
Arts	$0	$0	$0	$0	$0	$316,134
Contingency	$0	$0	$0	$0	$0	$3,166,412
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$43,005,399**

Operating Description: O and M would be needed starting in FY 2019 and 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 $213,800 in one-time expenses in FY 2019 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 $577,269. O and M costs for additional court positions will also be needed starting in the year the building is occupied. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$1,453,002
Supplies/Contr	$0	$0	$0	$0	$0	$693,971
Utilities	$0	$0	$0	$0	$0	$184,533
Bldg. Maint.	$0	$0	$0	$0	$0	$250,966
Equip. Maint.	$0	$0	$0	$0	$0	$47,056
Insurance	$0	$0	$0	$0	$0	$51,671
Electrical	$0	$0	$0	$0	$0	$1,107,210
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$18,684
Landscape	$0	$0	$0	$0	$0	$27,426
Water	$0	$0	$0	$0	$0	$38,579
Refuse	$0	$0	$0	$0	$0	$22,492
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,895,590**

Project: 75035 - Fire Ladder Truck & Tender (N) **Funding Source:** General Obligation Bonds

Project Description: A fully equipped ladder truck and ladder tender vehicle. Furnishings to accommodate additional ladder company in existing station. Over 50% of structure fires occur in central Glendale which has numerous multi-residential structures and contains the city's industrial area. Based on current growth, call volume and demand for the ladder services this equipment and company will be located at FS151.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$212,901	$0	$0	$0	$0	$0
TOTAL	**$212,901**	**$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 2012-2021 Capital Improvement Plan

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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
IT/Phone/Security	$0	$0	$0	$0	$0	$15,123
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**	**$38,532,554**

Operating Description:

Additional O and M would be needed starting in December 2019. Staffing 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 is $439,392 annually; PD vehicle O and M $17,530, (Per year costs PD Training Equip. $88,860 - one time, workstations $17,877one 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. Landscape maintenance and water usage is calculated at 10 acres (438,600 x 0.22 per sq ft); building water usage 99,515 sq ft x 0.195; and refuse is calculated using two 6 yard containers on site with pick up three days per week ($341.26 x 12). A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$860,678
Supplies/Contr	$0	$0	$0	$0	$0	$268,807
Utilities	$0	$0	$0	$0	$0	$172,874
Bldg. Maint.	$0	$0	$0	$0	$0	$71,183
Equip. Maint.	$0	$0	$0	$0	$0	$708,886
Insurance	$0	$0	$0	$0	$0	$26,781
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$71,771
Landscape	$0	$0	$0	$0	$0	$195,854
Water	$0	$0	$0	$0	$0	$39,659
Refuse	$0	$0	$0	$0	$0	$8,369
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,424,862**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: **T5400 - Purchase Type 3 Brush Truck (N)** **Funding Source:** General Obligation Bonds

Project Description: Purchase a Type 3 brush truck vehicle. Thunderbird Park, the Agua Fria and Skunk Creek create off-road firefighting equipment needs. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$7,239
Equipment	$0	$0	$0	$0	$0	$482,580
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$489,819**

Operating Description: O and M includes shop and fuel of $7,000 annually and radio fees at $49 per month annually. Vehicle Replacement Funds were not included as this piece of apparatus will be replaced as needed through future CIP projects. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$0	$0	$0	$0	$7,588
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,588**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 areas between Northern Avenue and Camelback Road and 83rd to 115th Avenues. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$0	$0	$2,395,800
Design	$0	$0	$0	$0	$0	$2,613,000
Construction	$0	$0	$0	$0	$0	$4,020,000
Finance Charges	$0	$0	$0	$0	$0	$365,803
IT/Phone/Security	$0	$0	$0	$0	$0	$156,000
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$40,200
Equipment	$0	$0	$0	$0	$0	$1,601,040
Contingency	$0	$0	$0	$0	$0	$1,625,775
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,910,118**

Operating Description: Additional O and M would be needed starting in March of 2019. Staffing includes the salary and benefits for 12 Firefighters, 3 Captains, 3 Engineers and .5 FTE Building Maintenance Worker. Also includes promotions, training, medic pay, station supplies, station and equipment maintenance, telephone charges, 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 services for 15,000 sq ft of space. PC replacement contributions for network replacement at $1,600 and PC and printer replacement = $3,753. Landscaping estimated at $0.22 per sq ft. Water estimated at $0.195 per sq ft. Refuse estimated at $342.26 x 12 months. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$3,844,622
Supplies/Contr	$0	$0	$0	$0	$0	$697,886
Utilities	$0	$0	$0	$0	$0	$146,398
Bldg. Maint.	$0	$0	$0	$0	$0	$434,875
Equip. Maint.	$0	$0	$0	$0	$0	$57,327
Insurance	$0	$0	$0	$0	$0	$36,165
Electrical	$0	$0	$0	$0	$0	$72,695
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$15,411
Landscape	$0	$0	$0	$0	$0	$9,501
Water	$0	$0	$0	$0	$0	$8,421
Refuse	$0	$0	$0	$0	$0	$11,824
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,335,125**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

GOVERNMENT FACILITIES
CONSTRUCTION FUND

Carryover in FY 2012 is available for the completion of the sales tax and license system replacement project and the repair, maintenance and/or replacement of roofing, electrical/ lighting and mechanical systems. The Government Facility Construction Fund will not receive new funding until the last five years of the capital improvement plan 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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2080-Government Facilities Construction — Category: 6%

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$1,132,337**	**$0**	**$0**	**$0**	**$0**	**$0**
Revenue								
Bond Proceeds			0	0	0	0	0	16,135,000
Interest Income			1,092	0	0	0	0	0
Investment Income			8	0	0	0	0	0
Total Revenue:			1,100	0	0	0	0	16,135,000
Operating Expenses								
Advisor Fees			2,000	0	0	0	0	0
Total Operating Expenses:			2,000	0	0	0	0	0
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
77503 Exterior Closure (Roofing)	709,659	0	0	0	0	0	0	921,858
77504 City Hall - HVAC System	0	0	0	0	0	0	0	5,432,824
77507 Interior Finishes (Flooring)	0	0	0	0	0	0	0	1,966,111
77508 Interior Finishes (Paint)	0	0	0	0	0	0	0	1,051,101
77509 Mechanical Upgrades	212,149	0	0	0	0	0	0	2,315,858
77510 Electrical/Lighting Upgrades	93,965	0	0	0	0	0	0	1,276,474
77512 Exterior Closure (Paint)	0	0	0	0	0	0	0	1,114,471
77513 Sales Tax System	27,363	0	0	0	0	0	0	0
77514 Civic Ctr Storage Fac Repair	88,301	0	0	0	0	0	0	0
T1160 City Hall Parking Garage	0	0	0	0	0	0	0	1,831,799
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	0	0	223,193
Sub-Total - Existing Assets	*1,131,437*	*0*	*0*	*0*	*0*	*0*	*0*	*16,133,689*
Total Project Expenses:	1,131,437	0	0	0	0	0	0	16,133,689
Total FY 2012 Funding:		1,131,437						
Estimated Ending Balance:			**$0**	**$0**	**$0**	**$0**	**$0**	**$1,311**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2080-Government Facilities Construction — Category: 6%

Project: 77503 - Exterior Closure (Roofing) (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide roofing upgrades will require a total of $921,858 in FY 2017 to improve the condition of several facilities and extend the useful life of the infrastructure. There will be over 80 different roofing-related projects needed on all city buildings over a 10 year period.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$16,913
Finance Charges	$0	$0	$0	$0	$0	$16,913
Engineering Charges	$0	$0	$0	$0	$0	$7,370
Equipment	$0	$0	$0	$0	$0	$808,666
Contingency	$0	$0	$0	$0	$0	$71,996
Sub-Total New Funding	$0	$0	$0	$0	$0	$921,858
FY 2012 Carryover	$709,659	$0	$0	$0	$0	$0
TOTAL	**$709,659**	**$0**	**$0**	**$0**	**$0**	**$921,858**

Operating Description: No additional O and M is needed for this project.

Project: 77504 - City Hall - HVAC System (R) **Funding Source:** General Obligation Bonds

Project Description: The existing HVAC system at Glendale City Hall is projected to reach its capacity with the future occupancy and use of the building, which will exceed the original design in the next 10 years. These replacements and upgrades will improve indoor air quality and provide a new HVAC system life capacity of an additional 20+ years.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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
TOTAL	**$0**	**$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 $1,966,111 over a ten year period to improve the condition age of several facilities and extend the useful life of the infrastructure. There will be a total of approximately 100 different flooring related projects completed on all city buildings over the 10-year period.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$39,826
Finance Charges	$0	$0	$0	$0	$0	$39,826
Engineering Charges	$0	$0	$0	$0	$0	$2,000
Equipment	$0	$0	$0	$0	$0	$1,741,030
Contingency	$0	$0	$0	$0	$0	$143,429
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,966,111**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 $1,051,101 over a 10-year period to improve the condition of several facilities and extend the useful life of the infrastructure. There are over 142 paint/wall covering related projects needed on all city buildings.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$25,048
Finance Charges	$0	$0	$0	$0	$0	$25,048
Engineering Charges	$0	$0	$0	$0	$0	$9,900
Equipment	$0	$0	$0	$0	$0	$991,105
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,051,101**

Operating Description: No additional O and M is needed for this project.

Project: 77509 - Mechanical Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide mechanical replacement and upgrades would require a total of $2,315,858 to improve the mechanical systems of several facilities, as well as extend the useful life of the infrastructure. There will be a total of nine HVAC mechanical related projects completed on different city buildings. Major projects include: replacing all the HVAC equipment and adding capacity to cool the data center for the entire city located at the Public Safety Building, replacing the cooling tower drive motor at the Main Library, replacing the heat pumps at Fire Station 154 and renovating the mechanical systems at the Operations Center.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$21,233
Finance Charges	$0	$0	$0	$0	$0	$21,233
Engineering Charges	$0	$0	$0	$0	$0	$11,000
Equipment	$0	$0	$0	$0	$0	$2,084,049
Contingency	$0	$0	$0	$0	$0	$178,343
Sub-Total New Funding	$0	$0	$0	$0	$0	$2,315,858
FY 2012 Carryover	$212,149	$0	$0	$0	$0	$0
TOTAL	**$212,149**	**$0**	**$0**	**$0**	**$0**	**$2,315,858**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2080-Government Facilities Construction — Category: 6%

Project: 77510 - Electrical/Lighting Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: The replacement and upgrade of lighting and electrical systems in city buildings is estimated to cost a total of $1,276,474 over several years. These upgrades are expected to reduce the consumption of electricity usage citywide, with an anticipated return on investment savings in less than three years. Improvements are needed for the O'Neil and Rose Lane community center recreation buildings, Fire Stations 152, 153, 154 and 155; and the Apollo, Glendale and Cactus pool buildings. This project will 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$32,112
Finance Charges	$0	$0	$0	$0	$0	$32,112
Engineering Charges	$0	$0	$0	$0	$0	$11,000
Equipment	$0	$0	$0	$0	$0	$1,095,742
Contingency	$0	$0	$0	$0	$0	$105,508
Sub-Total New Funding	$0	$0	$0	$0	$0	$1,276,474
FY 2012 Carryover	$93,965	$0	$0	$0	$0	$0
TOTAL	**$93,965**	**$0**	**$0**	**$0**	**$0**	**$1,276,474**

Operating Description: No additional O and M is needed for this project.

Project: 77512 - Exterior Closure (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide painting related replacements and upgrades that would require a total of $1,114,471 over a several year period to improve the condition of several facilities and extend the useful life of the infrastructure.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$17,067
Finance Charges	$0	$0	$0	$0	$0	$17,067
Engineering Charges	$0	$0	$0	$0	$0	$6,050
Equipment	$0	$0	$0	$0	$0	$988,924
Contingency	$0	$0	$0	$0	$0	$85,363
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,114,471**

Operating Description: No additional O and M is needed for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$27,363	$0	$0	$0	$0	$0
TOTAL	**$27,363**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Refer to PAYGO Project No. 1000-81055 for O and M impact.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2080-Government Facilities Construction — Category: 6%

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$88,301	$0	$0	$0	$0	$0
TOTAL	**$88,301**	**$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, the natural expansion and contraction of the structure's elements have pushed out of place many of the synthetic cushions on which the 366 concrete beams are seated. This has caused the concrete to wear against 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 for this project.

Project: T4730 - Fuel Sites Equipment Upgrade (R) **Funding Source:** General Obligation Bonds

Project Description: This project reflects the replacement of all city of Glendale fuel dispensing equipment that will reach their maximum useful life over the next ten years. The project includes installation of new fuel monitoring and tank leak detection systems and replacement of the fuel tracking system at the city's three fueling sites. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$5,250
Construction	$0	$0	$0	$0	$0	$94,500
Finance Charges	$0	$0	$0	$0	$0	$86,525
Engineering Charges	$0	$0	$0	$0	$0	$10,973
Arts	$0	$0	$0	$0	$0	$945
Contingency	$0	$0	$0	$0	$0	$25,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$223,193**

Operating Description: No additional O and M is required since new equipment will replace aging existing equipment. No annual maintenance is required, if repairs are required vendors will be paid through existing budgets. Contributions to the Technology Replacement Fund are being made for the hardware currently being used and no additional hardware would be needed at this time. The software is a one-time purchase and the yearly license agreement will be paid through the departments existing budget.

*** 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 at the Morcomb property. Work will include restoration of both the historic house and gas station in order to preserve the historic integrity of the property. In conjecture with Maricopa Community Colleges, a Cultural Arts Facility is planned in the last five years of the CIP which would host community theater groups, small venue concerts, films and other performances.

Project Name: Sahuaro Ranch Carriage House
Funding Source: G.O. Bond
Fund #: 2130
Project #: 84308

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2130-Cultural Facility Construction — Category: 6%

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$355,626**	**$250,750**	**$250,750**	**$250,750**	**$250,750**	**$250,750**
Revenue							
Bond Proceeds^		0	0	0	0	0	14,120,000
Intergovernmental Revenue		0	0	0	0	0	4,704,748
Total Revenue:		0	0	0	0	0	18,824,748
Project Expenses	Carryover / New Funding						
Existing Assets							
Improvement of Existing Assets							
84307 Morcomb Property	104,876 / 0	0	0	0	0	0	0
Replacement of Existing Assets							
84308 Sahuaro Ranch Carriage House	0 / 0	0	0	0	0	0	252,980
Sub-Total - Existing Assets	*104,876 / 0*	*0*	*0*	*0*	*0*	*0*	*252,980*
New Assets							
84300 Cultural Arts Facility	0 / 0	0	0	0	0	0	18,818,992
Sub-Total - New Assets	*0 / 0*	*0*	*0*	*0*	*0*	*0*	*18,818,992*
Total Project Expenses:	104,876 / 0	0	0	0	0	0	19,071,972
Total FY 2012 Funding:		104,876					
Estimated Ending Balance:		**$250,750**	**$250,750**	**$250,750**	**$250,750**	**$250,750**	**$3,526**

^Will require additional voter authorization in last 5 years of the plan.

PROJECT 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 and the historic Morcomb Service Station located at 6040 West Myrtle Avenue and listed on the National Register. The project is part of the Myrtle Avenue Cultural Entryway. The project will consist of restoration of the historic house and historic gas station. This project will complete the Cultural Entryway.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$104,876	$0	$0	$0	$0	$0
TOTAL	**$104,876**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Property will be owned by the City of Glendale. Field Operations and Parks & Recreation will maintain the buildings and landscaping. No occupancy of either building is contemplated. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Bldg. Maint.	$1,000	$1,030	$1,061	$1,093	$1,126	$6,155
Landscape	$1,000	$1,030	$1,061	$1,093	$1,126	$6,155
TOTAL	**$2,000**	**$2,060**	**$2,122**	**$2,186**	**$2,252**	**$12,310**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2130-Cultural Facility Construction — Category: 6%

Project: 84308 - Sahuaro Ranch Carriage House (R) **Funding Source:** General Obligation Bonds

Project Description: Repair and replace the interior wood siding with the intent being to restore the weather tightness of the structure. Repair the deteriorating parts of the bay window. Replace the metal flashing at the roof of the bay and install flooring with materials that meet ADA and historical standards. Replace all electrical infrastructure and prepare and re-paint all previously painted interior surfaces,

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$46,200
Construction	$0	$0	$0	$0	$0	$132,000
Finance Charges	$0	$0	$0	$0	$0	$4,960
Engineering Charges	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$1,320
Equipment	$0	$0	$0	$0	$0	$35,000
Contingency	$0	$0	$0	$0	$0	$22,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$252,980**

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 sq ft 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 $18,818,992 cost by $4,704,748 for a total city cost of $14,114,244.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$3,554,026
Construction	$0	$0	$0	$0	$0	$10,154,360
Finance Charges	$0	$0	$0	$0	$0	$369,000
IT/Phone/Security	$0	$0	$0	$0	$0	$158,687
Engineering Charges	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$101,544
Equipment	$0	$0	$0	$0	$0	$1,015,436
Contingency	$0	$0	$0	$0	$0	$1,320,067
Miscellaneous/Other	$0	$0	$0	$0	$0	$2,030,872
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$18,818,992**

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 $1.7 million in carryover for economic development capital projects in FY 2012. 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 years of the plan.

Project Name: Loop 303 Infrastructure
Funding Source: G.O. Bond
Fund #: 2100
Project #: 84406

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2100-Economic Development Construction — Category: 6%

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$1,804,329**	**$61,531**	**$61,877**	**$62,256**	**$62,635**	**$63,047**
Revenue							
Bond Proceeds^		0	0	0	0	0	91,495,000
Interest Income		5,251	346	378	379	412	1,030
Investment Income		45	0	0	0	0	0
Total Revenue:		5,296	346	378	379	412	91,496,030
Operating Expenses							
Advisor Fees		2,000	0	0	0	0	0
Total Operating Expenses:		2,000	0	0	0	0	0
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Improvement of Existing Assets							
84401 Downtown Redevelopment	450,000	0	0	0	0	0	25,625,000
Sub-Total - Existing Assets	*450,000*	*0*	*0*	*0*	*0*	*0*	*25,625,000*
New Assets							
84400 Downtown Land Acquisition	846,094	0	0	0	0	0	23,062,500
84406 Loop 303 Infrastructure	0	0	0	0	0	0	5,966,771
84407 New Development Infrastructure	450,000	0	0	0	0	0	36,900,000
Sub-Total - New Assets	*1,296,094*	*0*	*0*	*0*	*0*	*0*	*65,929,271*
Total Project Expenses:	1,746,094	0	0	0	0	0	91,554,271
Total FY 2012 Funding:		1,746,094					
Estimated Ending Balance:		**$61,531**	**$61,877**	**$62,256**	**$62,635**	**$63,047**	**$4,806**

^Will require additional voter authorization in last 5 years of the plan.

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$0	$0	$25,000,000
Finance Charges	$0	$0	$0	$0	$0	$625,000
Sub-Total New Funding	$0	$0	$0	$0	$0	$25,625,000
FY 2012 Carryover	$450,000	$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 or absorbed by the carryover portion of projects in FYs 2012-2016. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$3,183	$3,278	$3,377	$3,478	$3,582	$19,586
TOTAL	**$3,183**	**$3,278**	**$3,377**	**$3,478**	**$3,582**	**$19,586**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2100-Economic Development Construction — Category: 6%

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, spurring economic growth. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$0	$0	$21,500,000
Design	$0	$0	$0	$0	$0	$250,000
Finance Charges	$0	$0	$0	$0	$0	$562,500
Engineering Charges	$0	$0	$0	$0	$0	$12,250
Miscellaneous/Other	$0	$0	$0	$0	$0	$737,750
Sub-Total New Funding	$0	$0	$0	$0	$0	$23,062,500
FY 2012 Carryover	$846,094	$0	$0	$0	$0	$0
TOTAL	**$846,094**	**$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. Estimation for weed control and maintenance is just over $2,000 per year for FYs 2012-2016. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$2,380	$2,452	$2,525	$2,601	$2,679	$14,649
TOTAL	**$2,380**	**$2,452**	**$2,525**	**$2,601**	**$2,679**	**$14,649**

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 to spur economic growth, requires infrastructure to be in place.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2100-Economic Development Construction — Category: 6%

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$0	$0	$10,000,000
Design	$0	$0	$0	$0	$0	$10,728,000
Construction	$0	$0	$0	$0	$0	$15,000,000
Finance Charges	$0	$0	$0	$0	$0	$900,000
Engineering Charges	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$150,000
Sub-Total New Funding	$0	$0	$0	$0	$0	$36,900,000
FY 2012 Carryover	$450,000	$0	$0	$0	$0	$0
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 2012 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: Bethany Home Outfall Channel
Funding Source: G.O. Bond
Fund #: 2180
Project #: 79000

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2180-Flood Control Construction — Category: 20%

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$11,877,203**	**$1,555,175**	**$1,401,360**	**$1,247,450**	**$1,092,706**	**$937,635**
Revenue								
Bond Proceeds^			0	0	0	0	0	30,750,000
Interest Income			30,981	6,803	6,739	5,938	5,643	14,108
Intergovernmental Revenue			0	0	0	0	0	8,535,000
Investment Income			1,644	362	324	286	248	621
Total Revenue:			32,625	7,164	7,063	6,224	5,891	39,299,729
Operating Expenses								
Advisor Fees			5,213	54	49	43	37	93
Total Operating Expenses:			5,213	54	49	43	37	93
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Improvement of Existing Assets								
79004 Local Drainage Problems	1,054,710	0	0	0	0	0	0	5,293,992
79005 Collector Drains	558,130	0	0	0	0	0	0	0
79006 AZDES Permit	465,907	160,925	160,925	160,925	160,925	160,925	160,925	804,625
T2944 *51st Ave. SD; Northern - Olive	0	0	0	0	0	0	0	2,077,840
Replacement of Existing Assets								
79010 Storm Water Master Plan	98,695	0	0	0	0	0	0	843,750
Sub-Total - Existing Assets	*2,177,442*	*160,925*	*160,925*	*160,925*	*160,925*	*160,925*	*160,925*	*9,020,207*
New Assets								
79000 Bethany Home Outfall Channel	3,441,598	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	371,516	0	0	0	0	0	0	0
79007 Greenway Drain - 59th to 67th	0	0	0	0	0	0	0	3,684,359
79008 Northern Ave. SD- 47th to 63rd	4,197,959	0	0	0	0	0	0	0
79013 Bethany Home, 79th-67th (SD)	0	0	0	0	0	0	0	10,608,840
T2910 Bethany Home, 67th-58th (SD)	0	0	0	0	0	0	0	8,221,654
T2940 Greenway Drain - 51st-59th	0	0	0	0	0	0	0	3,684,074
Sub-Total - New Assets	*8,011,073*	*0*	*0*	*0*	*0*	*0*	*0*	*31,213,528*
Total Project Expenses:	10,188,515	160,925	160,925	160,925	160,925	160,925	160,925	40,233,735
Total FY 2012 Funding:		10,349,440						
Estimated Ending Balance:			**$1,555,175**	**$1,401,360**	**$1,247,450**	**$1,092,706**	**$937,635**	**$3,536**

^Will require additional voter authorization in last 5 years of the plan.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 and/or flooding problems. This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas, and extend existing storm drain systems.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012 Carryover	$1,054,710	$0	$0	$0	$0	$0
TOTAL	**$1,054,710**	**$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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$558,130	$0	$0	$0	$0	$0
TOTAL	**$558,130**	**$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: 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012 Carryover	$465,907	$0	$0	$0	$0	$0
TOTAL	**$626,832**	**$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.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2180-Flood Control Construction — Category: 20%

Project: T2944* - 51st Ave. SD; Northern - Olive (I) **Funding Source:** General Obligation Bonds

Project Description: Project will construct a 42" storm drain pipe, inlets, and other appurtenances in 51st Avenue between Northern Avenue and Olive Avenue.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$100,000
Construction	$0	$0	$0	$0	$0	$1,700,000
Finance Charges	$0	$0	$0	$0	$0	$41,340
Engineering Charges	$0	$0	$0	$0	$0	$49,500
Arts	$0	$0	$0	$0	$0	$17,000
Contingency	$0	$0	$0	$0	$0	$170,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,077,840**

Operating Description: The storm drain will not require O and M.

Project: 79010 - Storm Water Master Plan (R) **Funding Source:** General Obligation Bonds

Project Description: Update a citywide master plan completed in 2011 to determine the adequacy of existing facilities and prioritize new facilities. Project will include new drainage facilities, detailed aerial mapping and hydrologic modeling to determine storm water flows and volumes.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012 Carryover	$98,695	$0	$0	$0	$0	$0
TOTAL	**$98,695**	**$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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$3,441,598	$0	$0	$0	$0	$0
TOTAL	**$3,441,598**	**$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

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 County.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$371,516	$0	$0	$0	$0	$0
TOTAL	**$371,516**	**$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 to 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$4,197,959	$0	$0	$0	$0	$0
TOTAL	**$4,197,959**	**$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.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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
TOTAL	**$0**	**$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 are to be shared with Maricopa County Flood Control District (50%) per an existing Intergovernmental agreement. Project will include storm drain pipe, catch basins and appurtenances.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$1,200,000
Construction	$0	$0	$0	$0	$0	$6,000,000
Finance Charges	$0	$0	$0	$0	$0	$161,209
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**	**$8,221,654**

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 2012-2021 Capital Improvement Plan

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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.

*** 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.

In normal economic conditions a number of DIF funded projects would be included in the capital plan to supplement the growth related portion of projects funded with other resources. However with the drastic decline in secondary assessed value, most G. O. bond funded projects have either been removed or deferred to the last five years of the plan. Since DIF revenue alone often is not sufficient to fund 100% of the cost of growth-related projects, the current plan is to evaluate options over the next year as staff continues to identify appropriate uses for DIF revenue.

Late in FY 2011 Senate Bill 1525 was signed into law. The new law changes how development impact fees will be administered and places heavier restrictions on how DIF revenue can be used. Staff will work to evaluate how the new law will affect the current capital plan and incorporate into the capital plan the new DIF framework by August 1, 2014 as required by the law.

Fund # - Name	Carryover	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
1600-Roadway Improvements	131,958	0	22,064	0	194,908	171,500	1,766,178
1520-Citywide Open Space	171,473	44,000	46,216	44,000	46,350	0	85,140
1460-Citywide Parks	0	0	2,216	0	2,350	0	5,140
1480-Citywide Rec Facility	0	0	2,216	0	2,350	0	5,140
1540-Park Dev Zone 1	39,632	0	2,216	0	2,350	0	5,140
1560-Park Dev Zone 2	123,506	15,000	7,816	5,600	2,350	0	5,140
1580-Park Dev Zone 3	11,905	19,999	7,516	6,000	2,350	0	5,140
1380-Library Buildings	0	0	0	0	0	0	1,609,288
1500-Libraries	72,665	200,000	213,265	200,000	214,073	200,000	2,484259
1440-Police Dept Facilities	0	0	10,919	0	11,584	0	25,329
1420-Fire Protect Facilities	0	0	11,480	0	12,179	0	26,627
1620-General Government	0	0	12,799	0	13,578	0	29,687
Total DIF Funds	**$551,139**	**$278,999**	**$338,723**	**$255,600**	**$504,422**	**$371,500**	**$6,052,208**

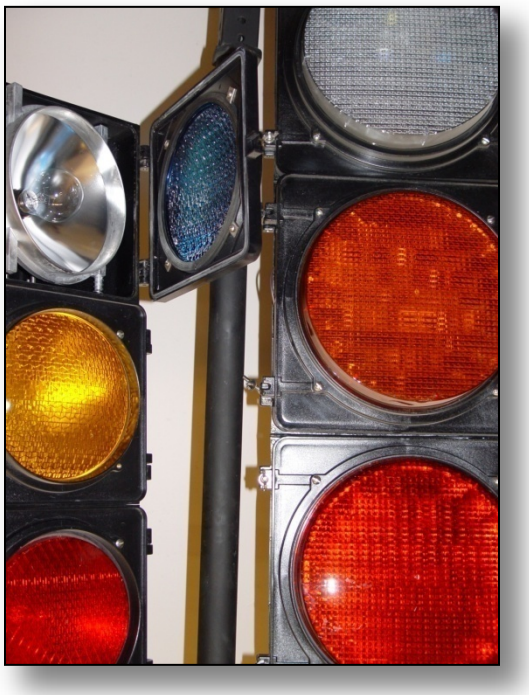
ROADWAY IMPROVEMENTS
DIF FUND

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 through FY 2014, the DIF-Roadway Improvement Fund will contribute $1M per year to cover a portion of debt service associated with growth related HURF projects.

Carryover will be available for development agreements involving arterial streets and intersection such as improvements to curbs/gutters, sidewalks, street lights, traffic signals and landscaping. However, due to the slowdown in residential and commercial development, no new funding is anticipated for these types of development agreements until FY 2015. Any remaining funds collected in prior FYs are set aside for the HURF debt service contributions and future DIF updates.

Project Name: Dev. Agree. - Signals
Funding Source: DIF
Fund #: 1600
Project #: 67803



FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1600-DIF-Roadway Improvements — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$2,575,366**	**$1,727,748**	**$987,071**	**$267,561**	**$354,046**	**$467,518**
Revenue							
Development Impact Fees		272,699	274,062	276,803	279,571	282,367	1,404,844
Interest Income		11,641	7,325	3,688	1,822	2,605	5,210
Total Revenue:		284,340	281,387	280,491	281,393	284,972	1,410,054
Operating Expenses							
Transfer Out**		1,000,000	1,000,000	1,000,000	0	0	0
Total Operating Expenses:		1,000,000	1,000,000	1,000,000	0	0	0
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Improvement of Existing Assets							
67802 Dev. Agree. - Arterials	65,110	0	0	0	0	0	857,500
Replacement of Existing Assets							
67809 DIF Update	0	0	22,064	0	23,408	0	51,178
Sub-Total - Existing Assets	*65,110*	*0*	*22,064*	*0*	*23,408*	*0*	*908,678*
New Assets							
67803 Dev. Agree. - Signals	66,848	0	0	0	171,500	171,500	857,500
Sub-Total - New Assets	*66,848*	*0*	*0*	*0*	*171,500*	*171,500*	*857,500*
Total Project Expenses:	131,958	0	22,064	0	194,908	171,500	1,766,178
Total FY 2012 Funding:		131,958					
Estimated Ending Balance:		**$1,727,748**	**$987,071**	**$267,561**	**$354,046**	**$467,518**	**$111,394**

**DIF Roadway Improvement contribution for HURF debt payment.

PROJECT 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 to accommodate growth.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$0	$0	$0	$0	$857,500
Sub-Total New Funding	$0	$0	$0	$0	$0	$857,500
FY 2012 Carryover	$65,110	$0	$0	$0	$0	$0
TOTAL	**$65,110**	**$0**	**$0**	**$0**	**$0**	**$857,500**

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

PROJECT DETAIL: 1600-DIF-Roadway Improvements — Category: DIF

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$22,064	$0	$23,408	$0	$51,178
TOTAL	**$0**	**$22,064**	**$0**	**$23,408**	**$0**	**$51,178**

Operating Description: No O and M is needed.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$6,018	$6,018	$30,088
Design	$0	$0	$0	$10,531	$10,531	$52,654
Construction	$0	$0	$0	$137,563	$137,563	$687,814
Engineering Charges	$0	$0	$0	$6,143	$6,143	$30,714
Arts	$0	$0	$0	$1,376	$1,376	$6,878
Contingency	$0	$0	$0	$9,869	$9,869	$49,352
Sub-Total New Funding	$0	$0	$0	$171,500	$171,500	$857,500
FY 2012 Carryover	$66,848	$0	$0	$0	$0	$0
TOTAL	**$66,848**	**$0**	**$0**	**$171,500**	**$171,500**	**$857,500**

Operating Description: O and M costs are for the electricity and maintenance of new traffic signal installations. A supplemental budget request will be made as new equipment is added to the system.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$0	$0	$12,155	$12,520	$68,465
Equip. Maint.	$0	$0	$0	$6,078	$6,260	$34,231
TOTAL	**$0**	**$0**	**$0**	**$18,233**	**$18,780**	**$102,696**

*** 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 as a result of new residential developments within city limits.

For FY 2012, carryover funding will be used for trail/walkway improvements to accommodate increased use by residents from new and/or growing residential developments. Funding also 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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1520-DIF-Citywide Open Space — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$419,629**	**$290,606**	**$331,069**	**$374,957**	**$417,562**	**$507,932**
Revenue							
Development Impact Fees		84,903	85,328	86,181	87,043	87,913	437,391
Interest Income		1,547	1,351	1,707	1,911	2,457	9,828
Total Revenue:		86,450	86,679	87,888	88,954	90,370	447,219
Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
70452 Park Improvements - City Wide	33,128	0	0	0	0	0	0
70453 Discovery Park	92,966	21,000	21,000	21,000	21,000	0	35,000
70454 Pasadena Park	45,379	23,000	23,000	23,000	23,000	0	45,000
Replacement of Existing Assets							
70450 DIF Update	0	0	2,216	0	2,350	0	5,140
Sub-Total - Existing Assets	*171,473*	*44,000*	*46,216*	*44,000*	*46,350*	*0*	*85,140*
Total Project Expenses:	171,473	44,000	46,216	44,000	46,350	0	85,140
Total FY 2012 Funding:		215,473					
Estimated Ending Balance:		**$290,606**	**$331,069**	**$374,957**	**$417,562**	**$507,932**	**$870,011**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 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.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 1520-DIF-Citywide Open Space — Category: DIF

Project: 70453 - Discovery Park (I) **Funding Source:** Development Impact Fees

Project Description: The project will create new amenities and infrastructure related to open space. Potential improvements include 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$18,071	$18,071	$18,071	$18,071	$0	$30,118
Engineering Charges	$1,193	$1,193	$1,193	$1,193	$0	$1,988
Arts	$181	$181	$181	$181	$0	$301
Contingency	$1,555	$1,555	$1,555	$1,555	$0	$2,593
Sub-Total New Funding	$21,000	$21,000	$21,000	$21,000	$0	$35,000
FY 2012 Carryover	$92,966	$0	$0	$0	$0	$0
TOTAL	**$113,966**	**$21,000**	**$21,000**	**$21,000**	**$0**	**$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 or additions 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$19,792	$19,792	$19,792	$19,792	$0	$38,724
Engineering Charges	$1,306	$1,306	$1,306	$1,306	$0	$2,556
Arts	$198	$198	$198	$198	$0	$387
Contingency	$1,704	$1,704	$1,704	$1,704	$0	$3,333
Sub-Total New Funding	$23,000	$23,000	$23,000	$23,000	$0	$45,000
FY 2012 Carryover	$45,379	$0	$0	$0	$0	$0
TOTAL	**$68,379**	**$23,000**	**$23,000**	**$23,000**	**$0**	**$45,000**

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

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$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.

Continuing through FY 2019, the existing funds in the DIF-Citywide Recreation Facility Fund will cover a portion of the debt service payments attributed to growth for the Foothills Recreation and Aquatic Center.

Also in FY 2012, 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.

Project Name: Thunderbird Park Kiosks
Source: DIF
Fund #: 1580
Project #: 73704

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1460-DIF-Citywide Parks — Category: DIF

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$193,863**	**$229,557**	**$263,360**	**$300,020**	**$334,853**	**$372,742**
Revenue								
Development Impact Fees			34,762	34,936	35,285	35,638	35,994	179,081
Interest Income			932	1,083	1,375	1,546	1,895	7,578
Total Revenue:			35,694	36,019	36,660	37,184	37,889	186,659
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
72502 DIF Update	0	0	2,216	0	2,350	0	5,140	
Sub-Total - Existing Assets	*0*	*0*	*2,216*	*0*	*2,350*	*0*	*5,140*	
Total Project Expenses:	0	0	2,216	0	2,350	0	5,140	
Total FY 2012 Funding:		0						
Estimated Ending Balance:			**$229,557**	**$263,360**	**$300,020**	**$334,853**	**$372,742**	**$554,261**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1480-DIF-Citywide Rec Facility — Category: DIF

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$1,354,120**	**$1,189,275**	**$1,022,315**	**$857,322**	**$689,498**	**$523,000**
Revenue								
Development Impact Fees			37,310	37,497	37,872	38,251	38,634	192,211
Interest Income			6,613	6,276	6,430	5,989	5,843	11,686
Total Revenue:			43,923	43,773	44,302	44,240	44,477	203,897
Operating Expenses								
Bond Interest**			61,017	55,108	48,971	42,157	35,246	55,415
Bond Principal**			147,751	153,409	160,325	167,556	175,729	575,600
Total Operating Expenses:			208,768	208,517	209,296	209,713	210,975	631,015
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
72801 DIF Update	0	0	2,216	0	2,350	0	5,140	
Sub-Total - Existing Assets	*0*	*0*	*2,216*	*0*	*2,350*	*0*	*5,140*	
Total Project Expenses:	0	0	2,216	0	2,350	0	5,140	
Total FY 2012 Funding:		0						
Estimated Ending Balance:			**$1,189,275**	**$1,022,315**	**$857,322**	**$689,498**	**$523,000**	**$90,742**

**Debt payment for bond sales for Foothills Recreation & Aquatic Center (2004).

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1540-DIF-Park Dev Zone 1 — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$108,479**	**$89,062**	**$107,156**	**$127,807**	**$146,404**	**$167,727**
Revenue							
Development Impact Fees		19,779	19,878	20,077	20,278	20,481	101,897
Interest Income		436	432	574	669	842	3,369
Total Revenue:		20,215	20,310	20,651	20,947	21,323	105,266
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	2,216	0	2,350	0	5,140
Sub-Total - Existing Assets	*39,632 / 0*	*0*	*2,216*	*0*	*2,350*	*0*	*5,140*
Total Project Expenses:	39,632 / 0	0	2,216	0	2,350	0	5,140
Total FY 2012 Funding:		39,632					
Estimated Ending Balance:		**$89,062**	**$107,156**	**$127,807**	**$146,404**	**$167,727**	**$267,853**

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1 — Category: DIF

Project: 73104 - 79th Ave & Orangewood (I) **Funding Source:** Development Impact Fees

Project Description: Final phase for 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. The school and the joint-use park were constructed to address the growth in the area and the increasing student enrollment taking place in the neighboring schools in the Glendale Elementary School District. The service area where the joint-use park was constructed is still without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization is highest priority. The closest ramada is outside the one mile service radius for this park.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$39,632	$0	$0	$0	$0	$0
TOTAL	**$39,632**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project. Ramada cleaning would simply be incorporated into the park maintenance routine.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1560-DIF-Park Dev Zone 2 — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$173,002**	**$44,477**	**$46,400**	**$50,671**	**$58,318**	**$68,488**
Revenue							
Development Impact Fees		9,485	9,532	9,627	9,723	9,820	48,858
Interest Income		496	207	245	274	349	1,398
Total Revenue:		9,981	9,739	9,872	9,997	10,169	50,256
Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
73400 Park Improvements/Enhance	105,506	0	0	0	0	0	0
73404 Paseo Linear Park Additions	18,000	15,000	5,600	5,600	0	0	0
Replacement of Existing Assets							
73403 DIF Update	0	0	2,216	0	2,350	0	5,140
Sub-Total - Existing Assets	*123,506*	*15,000*	*7,816*	*5,600*	*2,350*	*0*	*5,140*
Total Project Expenses:	123,506	15,000	7,816	5,600	2,350	0	5,140
Total FY 2012 Funding:		138,506					
Estimated Ending Balance:		**$44,477**	**$46,400**	**$50,671**	**$58,318**	**$68,488**	**$113,604**

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 — Category: DIF

Project: 73400 - Park Improvements/Enhance (I) **Funding Source:** Development Impact Fees

Project Description: The currrent Parks and Recreation Master Plan identifies action strategies to develop, enhance and improve parks between Greenway Road and Olive Avenue, and 51st Avenue and 73rd Avenue, that have been impacted by community growth.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 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 for these projects.

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Additional amenities consist of accommodating community growth by adding active recreation elements, such as playground equipment, shade structures or exercise equipment stations that are growth related into Paseo Linear Park.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Contingency	$1,111	$415	$415	$0	$0	$0
Miscellaneous/Other	$13,889	$5,185	$5,185	$0	$0	$0
Sub-Total New Funding	$15,000	$5,600	$5,600	$0	$0	$0
FY 2012 Carryover	$18,000	$0	$0	$0	$0	$0
TOTAL	**$33,000**	**$5,600**	**$5,600**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 — Category: DIF

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1580-DIF-Park Dev Zone 3 — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$38,379**	**$8,457**	**$3,458**	**$0**	**$217**	**$2,810**
Revenue							
Development Impact Fees		1,851	2,517	2,542	2,567	2,593	12,899
Interest Income		131	0	0	0	0	4
Total Revenue:		1,982	2,517	2,542	2,567	2,593	12,903
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	5,000 / 19,999	5,300	6,000	0	0	0	0
Replacement of Existing Assets							
73702 DIF Update	0 / 0	2,216	0	2,350	0	5,140	
Sub-Total - Existing Assets	*11,905 / 19,999*	*7,516*	*6,000*	*2,350*	*0*	*5,140*	
Total Project Expenses:	11,905 / 19,999	7,516	6,000	2,350	0	5,140	
Total FY 2012 Funding:		31,904					
Estimated Ending Balance:		**$8,457**	**$3,458**	**$0**	**$217**	**$2,810**	**$10,573**

PROJECT 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 or other Zone 3 parks when funds become available.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 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 for these projects.

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. Kiosks will provide trail users with information about wildlife in the park, maintenance notifications and trail lengths/difficulty/elevations.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Contingency	$1,481	$393	$444	$0	$0	$0
Miscellaneous/Other	$18,518	$4,907	$5,556	$0	$0	$0
Sub-Total New Funding	$19,999	$5,300	$6,000	$0	$0	$0
FY 2012 Carryover	$5,000	$0	$0	$0	$0	$0
TOTAL	**$24,999**	**$5,300**	**$6,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1580-DIF-Park Dev Zone 3 — Category: DIF

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$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 due to 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 the last five years of the capital plan, will be covered with development impact fee revenue. DIF funds will also be allocated to conduct a biennial study in order 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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1380-DIF-Library Buildings — Category: DIF

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$1,730,860**	**$1,738,916**	**$1,746,991**	**$1,755,958**	**$1,764,948**	**$1,774,844**
Revenue								
Interest Income			8,056	8,075	8,967	8,990	9,896	19,791
Total Revenue:			8,056	8,075	8,967	8,990	9,896	19,791
Project Expenses	**Carryover**	**New Funding**						
New Assets								
74250 West Branch Library	0	0	0	0	0	0	0	1,609,288
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*1,609,288*
Total Project Expenses:	0	0	0	0	0	0	0	1,609,288
Total FY 2012 Funding:		0						
Estimated Ending Balance:			**$1,738,916**	**$1,746,991**	**$1,755,958**	**$1,764,948**	**$1,774,844**	**$185,347**

PROJECT 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 near 83rd Avenue and Bethany Home Road. Necessary equipment for the operation of the library includes a 3M theft detection system, gates, self checks, radio frequency identification technology, a fire alarm system and a burglar alarm with motion sensor and cameras.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$1,313,132
Construction	$0	$0	$0	$0	$0	$284,032
Engineering Charges	$0	$0	$0	$0	$0	$9,284
Arts	$0	$0	$0	$0	$0	$2,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,609,288**

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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1500-DIF-Libraries — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$3,220,771**	**$3,017,482**	**$2,873,045**	**$2,743,171**	**$2,599,061**	**$2,470,130**
Revenue							
Development Impact Fees		55,146	55,422	55,976	56,536	57,101	284,093
Interest Income		14,230	13,406	14,150	13,426	13,969	27,937
Total Revenue:		69,376	68,828	70,126	69,962	71,070	312,030
Project Expenses	Carryover / New Funding						
Existing Assets							
Replacement of Existing Assets							
74752 DIF Update	0 / 0	13,265	0	14,073	0	30,769	
Sub-Total - Existing Assets	*0 / 0*	*13,265*	*0*	*14,073*	*0*	*30,769*	
New Assets							
74750 West Branch Library/Books	0 / 0	0	0	0	0	0	1,953,490
74751 Library Books - Pop. Growth	72,665 / 200,000	200,000	200,000	200,000	200,000	200,000	500,000
Sub-Total - New Assets	*72,665 / 200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*2,453,490*
Total Project Expenses:	72,665 / 200,000	213,265	200,000	214,073	200,000	2,484,259	
Total FY 2012 Funding:	272,665						
Estimated Ending Balance:		**$3,017,482**	**$2,873,045**	**$2,743,171**	**$2,599,061**	**$2,470,130**	**$297,901**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$13,265	$0	$14,073	$0	$30,769
TOTAL	**$0**	**$13,265**	**$0**	**$14,073**	**$0**	**$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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$334,606
Construction	$0	$0	$0	$0	$0	$1,532,703
IT/Phone/Security	$0	$0	$0	$0	$0	$60,000
Engineering Charges	$0	$0	$0	$0	$0	$10,854
Arts	$0	$0	$0	$0	$0	$15,327
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,953,490**

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 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1500-DIF-Libraries — Category: DIF

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$200,000	$200,000	$200,000	$200,000	$200,000	$500,000
Sub-Total New Funding	$200,000	$200,000	$200,000	$200,000	$200,000	$500,000
FY 2012 Carryover	$72,665	$0	$0	$0	$0	$0
TOTAL	**$272,665**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$500,000**

Operating Description: No additional O and M is needed for this project.

*** 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.

FY 2011 was the last year that the Police and Fire DIF funds contributed to the debt service payments for the growth related aspect of the Gateway Public Safety Facility at 6261 North 83rd Avenue in the western area of Glendale. Funding is set aside for the biennial development impact fee update. No other projects are planned at this time although potential eligible uses of the remaining fund balance will be evaluated over the next FY.

Debt Service: Gateway Public Safety Facility
Funding Source: DIF
Fund #'s: 1420 & 1440

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1440-DIF-Police Dept Facilities — Category: DIF

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$1,107,168**	**$1,159,410**	**$1,201,188**	**$1,255,189**	**$1,298,326**	**$1,354,436**
Revenue								
Development Impact Fees			46,534	46,767	47,235	47,707	48,184	48,666
Interest Income			5,708	5,930	6,766	7,014	7,926	31,704
Total Revenue:			52,242	52,697	54,001	54,721	56,110	80,370
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
77300 DIF Update	0	0	10,919	0	11,584	0	25,329	
Sub-Total - Existing Assets	*0*	*0*	*10,919*	*0*	*11,584*	*0*	*25,329*	
Total Project Expenses:	0	0	10,919	0	11,584	0	25,329	
Total FY 2012 Funding:		0						
Estimated Ending Balance:			**$1,159,410**	**$1,201,188**	**$1,255,189**	**$1,298,326**	**$1,354,436**	**$1,409,477**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$10,919	$0	$11,584	$0	$25,329
TOTAL	**$0**	**$10,919**	**$0**	**$11,584**	**$0**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1420-DIF-Fire Protection Facilities — Category: DIF

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:			**$0**	**$20,909**	**$31,127**	**$53,525**	**$64,417**	**$88,260**
Revenue								
Development Impact Fees			20,909	21,014	21,224	21,436	21,650	107,716
Interest Income			0	684	1,174	1,635	2,193	8,771
Total Revenue:			20,909	21,698	22,398	23,071	23,843	116,487
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
77001 DIF Update	0	0	11,480	0	12,179	0	26,627	
Sub-Total - Existing Assets	*0*	*0*	*11,480*	*0*	*12,179*	*0*	*26,627*	
Total Project Expenses:	0	0	11,480	0	12,179	0	26,627	
Total FY 2012 Funding:		0						
Estimated Ending Balance:			**$20,909**	**$31,127**	**$53,525**	**$64,417**	**$88,260**	**$178,120**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$11,480	$0	$12,179	$0	$26,627
TOTAL	**$0**	**$11,480**	**$0**	**$12,179**	**$0**	**$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, with the exception of biennial development impact fee update, no projects are currently identified under the General Government DIF Fund. Staff will evaluate how to best utilize available funds during preparation for the FY 2013-2022 Capital Improvement Plan.

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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1620-DIF-General Government — Category: DIF

		FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Estimated Beginning Balance:		**$93,865**	**$188,255**	**$270,363**	**$366,421**	**$449,948**	**$548,359**
Revenue							
Development Impact Fees		94,320	94,792	95,740	96,697	97,664	485,902
Interest Income		70	115	318	408	748	2,991
Total Revenue:		94,390	94,907	96,058	97,105	98,412	488,893
Project Expenses	Carryover / New Funding						
Existing Assets							
Replacement of Existing Assets							
77753 DIF Update	0 / 0	0	12,799	0	13,578	0	29,687
Sub-Total - Existing Assets	*0 / 0*	*0*	*12,799*	*0*	*13,578*	*0*	*29,687*
Total Project Expenses:	0 / 0	0	12,799	0	13,578	0	29,687
Total FY 2012 Funding:		0					
Estimated Ending Balance:		**$188,255**	**$270,363**	**$366,421**	**$449,948**	**$548,359**	**$1,007,565**

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$12,799	$0	$13,578	$0	$29,687
TOTAL	**$0**	**$12,799**	**$0**	**$13,578**	**$0**	**$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, the HURF bond fund, 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.

Glendale Public Safety Memorial

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
2360-Water & Sewer	4,427,688	7,250,000	750,000	2,580,720	4,389,700	9,792,030	53,921,823
2400-Water	27,914,867	4,177,000	3,661,000	4,469,000	7,418,090	14,088,384	90,769,536
2420-Sewer	4,494,114	4,918,480	5,984,973	6,378,552	16,394,116	26,773,149	39,911,243
2210-Transportation Construction	31,183,100	8,321,290	8,608,921	8,581,328	8,438,738	4,580,989	22,985,155
2000-HURF/Street Bonds	197,379	0	0	0	0	0	12,076,659
1340 - HURF/Streets Fund	0	0	0	0	0	0	1,677,285
1650-Transportation Grants	3,518,115	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480-Sanitation	0	1,863,645	1,299,787	3,140,259	2,738,000	3,778,990	12,723,434
2440-Landfill	492,901	1,237,740	2,018,202	15,350,131	5,953,730	9,379,879	7,983,017
2120-Airport Capital Grants	1,755,000	15,693,481	150,000	525,000	3,146,000	8,550,000	0
1840-Other Federal & State Grants	811,252	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000-General Fund	529,498	752,859	752,859	50,000	50,000	50,000	4,281,360
1740-Civic Center	0	350,000	50,000	50,000	50,000	50,000	4,145,734
2150-Technology Infrastructure	0	0	1,097,200	0	0	0	28,491,879
1220-Arts Commission	0	500,000	500,000	500,000	500,000	500,000	1,750,000
Total Enterprise/Other Funds	**$75,323,914**	**$49,064,495**	**$28,872,942**	**$45,624,990**	**$53,078,374**	**$81,543,421**	**$300,717,125**

WATER & SEWER
ENTERPRISE FUNDS

Water and sewer capital projects account for the largest portion of the current capital improvement plan. These projects will be funded from water/sewer fund revenues. The FY 2012-2021 budget reflects recommendations from the Red Oak rate study completed in 2011.

The combined Water/Sewer Fund (2360) reflects continued and new funding in FY 2012 for the expansion and enhancement of the city's water reclamation facilities, the West Area Water Reclamation Facility and the Arrowhead Water Reclamation Facility.

FY 2012 for the Water Fund (2400) reflects carryover 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 2012 also includes funding for citywide water line replacement and extensions where needed, Cholla Water Treatment Plant process improvements and the completion of a water line crossing at the New River.

In FY 2012, the Sewer Fund (2420) projects include carryover and new funding for sewer line replacement and/or rehabilitation, 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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2360-Water & Sewer — Category: Revenue

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
60007 Arrwhd Wtr Reclam Fac Imps	4,283,654	6,500,000	750,000	750,000	3,000,000	5,000,000	0
Replacement of Existing Assets							
60001 Water Quality Instruments	0	0	0	0	58,000	350,000	335,000
60009 West Area WRF Service Wtr Sys.	100,001	100,000	0	0	0	0	0
T2250 WAWRF Clarifier Replacement	0	0	0	277,770	0	0	0
T2270 WAWRF Fine Screen Replacement	0	0	0	752,950	0	0	0
T2280 WAWRF Odor Control Replacement	0	0	0	0	1,081,700	0	0
T2282 Lab Data Management System	0	300,000	0	0	0	0	0
T2283 Computerized Maint. Mgmt Sys.	0	0	0	0	125,000	3,000,000	5,000,000
T2284 Radio Phase IV Equipment	0	0	0	800,000	0	0	800,000
Sub-Total - Existing Assets	*4,383,655*	*6,900,000*	*750,000*	*2,580,720*	*4,264,700*	*8,350,000*	*6,135,000*
New Assets							
60008 WAWRF Phase IV	44,033	350,000	0	0	125,000	1,442,030	47,786,823
Sub-Total - New Assets	*44,033*	*350,000*	*0*	*0*	*125,000*	*1,442,030*	*47,786,823*
Total Project Expenses:	**$4,427,688**	**$7,250,000**	**$750,000**	**$2,580,720**	**$4,389,700**	**$9,792,030**	**$53,921,823**
Total FY 2012 Funding:		**$11,677,688**					

PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

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 ultraviolet 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$650,000	$140,000	$300,000	$800,000	$500,000	$0
Construction	$5,100,000	$521,000	$365,000	$1,830,000	$3,880,000	$0
Finance Charges	$86,250	$9,915	$9,975	$39,450	$65,700	$0
Engineering Charges	$46,944	$5,396	$5,429	$21,472	$35,759	$0
Arts	$51,000	$5,210	$3,650	$18,300	$38,800	$0
Contingency	$565,806	$68,479	$65,946	$290,778	$479,741	$0
Sub-Total New Funding	$6,500,000	$750,000	$750,000	$3,000,000	$5,000,000	$0
FY 2012 Carryover	$4,283,654	$0	$0	$0	$0	$0
TOTAL	**$10,783,654**	**$750,000**	**$750,000**	**$3,000,000**	**$5,000,000**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: 60001 - Water Quality Instruments (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project reflects 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equipment	$0	$0	$0	$58,000	$350,000	$335,000
TOTAL	**$0**	**$0**	**$0**	**$58,000**	**$350,000**	**$335,000**

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. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$55,725
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$55,725**

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 inch galvanized water lines at the West Area Water Reclamation Facility. Numerous areas of the pipeline system have leaks indicating pipeline corrosion. Leaks currently have temporary repairs done by Utilities staff.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$82,000	$0	$0	$0	$0	$0
Engineering Charges	$9,840	$0	$0	$0	$0	$0
Arts	$820	$0	$0	$0	$0	$0
Contingency	$7,340	$0	$0	$0	$0	$0
Sub-Total New Funding	$100,000	$0	$0	$0	$0	$0
FY 2012 Carryover	$100,001	$0	$0	$0	$0	$0
TOTAL	**$200,001**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T2250 - WAWRF Clarifier Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will repair or replace the clarifier mechanical drive units and associated equipment at the West Area Water Reclamation Facility in three of the six clarifiers. The heavy drive motors, pulleys, chains, bearings and scrapers are subject to wear and tear and need to be replaced periodically.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$30,000	$0	$0	$0
Construction	$0	$0	$200,000	$0	$0	$0
Engineering Charges	$0	$0	$11,270	$0	$0	$0
Arts	$0	$0	$2,000	$0	$0	$0
Contingency	$0	$0	$34,500	$0	$0	$0
TOTAL	**$0**	**$0**	**$277,770**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 periodically.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$50,000	$0	$0	$0
Construction	$0	$0	$580,000	$0	$0	$0
Engineering Charges	$0	$0	$29,400	$0	$0	$0
Arts	$0	$0	$5,800	$0	$0	$0
Contingency	$0	$0	$87,750	$0	$0	$0
TOTAL	**$0**	**$0**	**$752,950**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

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 minimize/prevent odor complaints. Elements of the odor control system will require rehabilitation or replacement due to normal wear and tear.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$100,000	$0	$0
Construction	$0	$0	$0	$839,000	$0	$0
Engineering Charges	$0	$0	$0	$40,377	$0	$0
Arts	$0	$0	$0	$8,390	$0	$0
Contingency	$0	$0	$0	$93,933	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$1,081,700**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T2282 - Lab Data Management System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Purchase of a new information management system to replace an outdated data system. The new information system will interface directly with laboratory instrumentation, integrate quality control processes, eliminate duplicate and manual data entry, and automate regulatory reporting.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
IT/Phone/Security	$300,000	$0	$0	$0	$0	$0
TOTAL	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Additional O and M expenses are related to software license renewals/updates and system configuration hardware requirements. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$17,000	$17,510	$18,035	$18,576	$101,583
TOTAL	**$0**	**$17,000**	**$17,510**	**$18,035**	**$18,576**	**$101,583**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 a computerized maintenance management system (CMMS) to track data regarding the operation and maintenance of the city's water and wastewater treatment, distribution and collection systems. This database system eliminates manual record keeping. The CMMS software is dependent on both computer hardware and the operating system. By FY 2015, the computer hardware and operating system are not expected to support the current version of CMMS.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$112,550	$130,000	$400,000
Construction	$0	$0	$0	$0	$2,465,000	$4,000,000
Finance Charges	$0	$0	$0	$0	$39,300	$66,000
Engineering Charges	$0	$0	$0	$1,465	$33,772	$57,263
Arts	$0	$0	$0	$0	$24,650	$40,000
Contingency	$0	$0	$0	$10,985	$307,278	$436,737
TOTAL	**$0**	**$0**	**$0**	**$125,000**	**$3,000,000**	**$5,000,000**

Operating Description: A current position will need to be reclassified once the project begins as staff will be providing a higher level of software support services. $20,000 annually will cover the reclassified position's additional salary and salary related benefits. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$20,000	$20,600	$112,649
TOTAL	**$0**	**$0**	**$0**	**$20,000**	**$20,600**	**$112,649**

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 that is a critical component for the 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$0	$0	$700,000	$0	$0	$700,000
Engineering Charges	$0	$0	$25,200	$0	$0	$25,200
Arts	$0	$0	$7,000	$0	$0	$7,000
Contingency	$0	$0	$67,800	$0	$0	$67,800
TOTAL	**$0**	**$0**	**$800,000**	**$0**	**$0**	**$800,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: **60008 - WAWRF Phase IV (N)** **Funding Source:** Water & Sewer Revenues

Project Description:

The funding request for FY 2012 reflects treatment system improvements to address corrosion of various steel elements in the building. The funding request for FY 2015 and beyond includes an engineering assessment, design and construction of additional treatment system improvements and capacity expansion to address the expected increase in wastewater flows from the developing areas along the Loop 101 and west area. The plant improvements and expansion were identified in the West Area Water Reclamation Facility Phase V Master Plan conducted by the Damon S. Williams Associates team in 2009.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$113,500	$1,290,000	$3,900,000
Construction	$315,000	$0	$0	$0	$0	$39,000,000
Finance Charges	$0	$0	$0	$0	$19,350	$643,500
Engineering Charges	$1,213	$0	$0	$437	$4,966	$165,165
Arts	$3,150	$0	$0	$0	$0	$390,000
Contingency	$30,637	$0	$0	$11,063	$127,714	$3,688,158
Sub-Total New Funding	$350,000	$0	$0	$125,000	$1,442,030	$47,786,823
FY 2012 Carryover	$44,033	$0	$0	$0	$0	$0
TOTAL	**$394,033**	**$0**	**$0**	**$125,000**	**$1,442,030**	**$47,786,823**

Operating Description:

Addional O and M would be needed starting in FY 2020. An expanded facility is estimated to require two new plant operators and one new plant electrician once construction nears completion. Other additional operating expenses are projected as a result of increases in supplies (chemicals), utilities and equipment maintenance. No new telephones, PC's or vehicles will be required.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$410,881
Supplies/Contr	$0	$0	$0	$0	$0	$514,309
Utilities	$0	$0	$0	$0	$0	$771,463
Equip. Maint.	$0	$0	$0	$0	$0	$169,722
Insurance	$0	$0	$0	$0	$0	$12,660
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,879,035**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2400-Water — Category: Revenue

			FY 2012:	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Capital Project Expenses		Carryover	New Funding					
Existing Assets								
Improvement of Existing Assets								
61023	Water System Security	281,215	0	0	0	0	0	2,519,715
61024	Cholla Water Plant Process Imp	1,186,806	400,000	500,000	0	0	0	0
61036	Zn4 Groundwater Trtment Plant	20,794,830	0	0	0	1,000,000	0	17,500,000
61040	Loop 101 Wells & Piping	0	0	0	0	0	0	1,900,000
T3540	WTPs Chlorine Gas Elimination	0	0	0	0	3,500,000	4,200,000	0
T3555	Fiber Optic Cable at Reservoir	0	0	0	0	0	0	225,000
T3558	*Thunderbird Reservoir Misc. Im	0	180,000	0	0	0	300,000	0
T3559	*SRP Well Imp (67 Ave/Myrtle)	0	280,000	0	0	0	0	0
T3560	*Citywide Meter Vault Imp	0	125,000	125,000	0	0	0	0
Replacement of Existing Assets								
61001	Fire Hydrant Replacement	296,074	300,000	0	0	300,000	300,000	300,000
61012	Citywide Irrigation System	0	0	0	0	200,000	200,000	400,000
61013	Water Line Replacement	1,120,645	700,000	2,000,000	3,000,000	2,168,090	3,500,157	13,347,369
61015	Outer Loop Effluent Line	0	0	0	69,000	0	0	4,200,000
61043	Pyramid Pk WTP Train #1 Equip	0	100,000	100,000	100,000	150,000	2,250,000	3,000,000
T3550	Hillcrest Ranch Booster Rehab	0	0	0	0	0	552,775	0
T3557	*Zone 4 Reservoir Misc Imp	0	0	180,000	0	0	0	0
Sub-Total - Existing Assets		*23,679,570*	*2,085,000*	*2,905,000*	*3,169,000*	*7,318,090*	*11,302,932*	*43,392,084*
New Assets								
61003	Oasis Water Campus	222,686	0	0	0	0	0	0
61009	Drinking Water Well Head Trmt	0	0	0	0	0	0	1,774,450
61019	Storage and Recovery Well	0	0	0	0	0	745,453	4,005,475
61020	West Area Reuse Pipelines	0	0	0	0	0	0	500,000
61021	N River/Agua Fria Storage Proj	1,257,030	0	0	1,300,000	0	0	0
61027	Water Line Extension	1,472,297	0	0	0	0	1,989,999	4,500,000
61029	Regional GAC Plant	0	0	0	0	0	0	100,000
61038	Loop 101 Water Treatment	0	792,000	756,000	0	0	0	26,499,527
61044	New River Waterline Crossing	1,283,284	1,300,000	0	0	0	0	0
T3510	Orangewood Water Trans Main	0	0	0	0	100,000	0	0
T3552	Additional Water Supply	0	0	0	0	0	0	9,998,000
T3561	*Northern Ave PRV Station Reloc	0	0	0	0	0	50,000	0
Sub-Total - New Assets		*4,235,297*	*2,092,000*	*756,000*	*1,300,000*	*100,000*	*2,785,452*	*47,377,452*
Total Project Expenses:		**$27,914,867**	**$4,177,000**	**$3,661,000**	**$4,469,000**	**$7,418,090**	**$14,088,384**	**$90,769,536**
Total FY 2012 Funding:			**$32,091,867**					

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61023 - Water System Security (I) **Funding Source:** Water & Sewer Revenues

Project Description: Installation of equipment to further enhance security of the city's water supply, treatment plants and distribution system.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$117,000
Construction	$0	$0	$0	$0	$0	$2,065,000
Finance Charges	$0	$0	$0	$0	$0	$33,000
Engineering Charges	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$20,650
Contingency	$0	$0	$0	$0	$0	$229,065
Sub-Total New Funding	$0	$0	$0	$0	$0	$2,519,715
FY 2012 Carryover	$281,215	$0	$0	$0	$0	$0
TOTAL	**$281,215**	**$0**	**$0**	**$0**	**$0**	**$2,519,715**

Operating Description: No additional O and M is needed for this project.

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 new regulatory requirements. The improvements include the installation of new variable frequency drive systems, odor control, soil stabilization, solids handling facility repair and improvements, and reservoir lining rehabilitation or replacement.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$70,000	$100,000	$0	$0	$0	$0
Construction	$275,000	$330,000	$0	$0	$0	$0
Engineering Charges	$14,835	$18,490	$0	$0	$0	$0
Arts	$2,750	$3,300	$0	$0	$0	$0
Contingency	$37,415	$48,210	$0	$0	$0	$0
Sub-Total New Funding	$400,000	$500,000	$0	$0	$0	$0
FY 2012 Carryover	$1,186,806	$0	$0	$0	$0	$0
TOTAL	**$1,586,806**	**$500,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61036 - Zn4 Groundwater Trtment Plant (I) **Funding Source:** Water & Sewer Revenues

Project Description: This 10 MGD Groundwater Treatment Plant was identified in the Black & Veatch "Comprehensive Water Facilities Planning and Design" report of September 2003 as a key water supply component to provide additional water during plant outages such as canal dry-ups and to help meet peak water demands. This project will include additional conveyance pipeline, a supply well, and brine disposal ponds.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$80,000	$0	$1,400,000
Construction	$0	$0	$0	$810,000	$0	$14,060,000
Finance Charges	$0	$0	$0	$13,350	$0	$231,000
Engineering Charges	$0	$0	$0	$6,260	$0	$108,740
Arts	$0	$0	$0	$8,100	$0	$140,600
Contingency	$0	$0	$0	$82,290	$0	$1,559,660
Sub-Total New Funding	$0	$0	$0	$1,000,000	$0	$17,500,000
FY 2012 Carryover	$20,794,830	$0	$0	$0	$0	$0
TOTAL	**$20,794,830**	**$0**	**$0**	**$1,000,000**	**$0**	**$17,500,000**

Operating Description: This is an expansion of treatment capacity for the Zone 4 Water Treatment Plant between FY's 2015 and 2021. Therefore the new O and M costs reflect the need for additional staff, chemicals and utilities. FTE = Three plant operators @ $71,500 per year. Chemical, utilities, and maintenance costs are based on actual costs 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$1,320,192
Supplies/Contr	$0	$0	$0	$0	$0	$2,219,401
Utilities	$0	$0	$0	$0	$0	$336,270
Equip. Maint.	$0	$0	$0	$0	$0	$298,771
Insurance	$0	$0	$0	$0	$0	$39,446
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,214,080**

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 projected Loop 101 Ground Water Treatment Plant (see the Loop 101 Water Treatment Project # 61038). These improvements will be needed to meet the potable water demand at build out for this area of the city and to also meet water quality regulations. These improvements are identified in the revised Utilities Water Master Plan completed by Black and Veatch.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$140,000
Construction	$0	$0	$0	$0	$0	$1,510,000
Finance Charges	$0	$0	$0	$0	$0	$24,750
Engineering Charges	$0	$0	$0	$0	$0	$45,375
Arts	$0	$0	$0	$0	$0	$15,100
Contingency	$0	$0	$0	$0	$0	$164,775
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,900,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: T3540 - WTPs Chlorine Gas Elimination (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the design and construction of a chlorine gas elimination system as well as the removal of the current onsite storage system for chlorine gas, which is the current disinfection method for potable water. The chlorine gas will be replaced with equipment that will provide onsite generation of sodium hypochlorite as the disinfection chemical for Pyramid Peak and Cholla Water Treatment Plants.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$730,000	$730,000	$0
Construction	$0	$0	$0	$2,370,000	$2,970,000	$0
Finance Charges	$0	$0	$0	$43,950	$55,500	$0
Engineering Charges	$0	$0	$0	$42,169	$50,331	$0
Arts	$0	$0	$0	$23,700	$29,700	$0
Contingency	$0	$0	$0	$290,181	$364,469	$0
TOTAL	**$0**	**$0**	**$0**	**$3,500,000**	**$4,200,000**	**$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 budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$15,913	$87,017
Utilities	$0	$0	$0	$0	$21,219	$116,032
TOTAL	**$0**	**$0**	**$0**	**$0**	**$37,132**	**$203,049**

Project: T3555 - Fiber Optic Cable at Reservoir (I) **Funding Source:** Water & Sewer Revenues

Project Description: The installation of fiber optic cables at Thunderbird Reservoir and Zone 4 Reservoir. A recent assessment recommends fiber optic cables as the least expensive, long-term solution for wide area network communications at Thunderbird and Zone 4 Reservoirs to replace the T1 data line that currently is being leased from Qwest. The new fiber optic cables will permit remote monitoring of the numerous security cameras at the reservoirs and also provide more reliable access for the Supervisory Control and Data Acquisition (SCADA) system.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$10,000
Construction	$0	$0	$0	$0	$0	$200,000
IT/Phone/Security	$0	$0	$0	$0	$0	$2,000
Engineering Charges	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$2,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$225,000**

Operating Description: Starting in FY 2020, O and M will include technology replacement contributions of $2,000 per year. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$2,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,000**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: T3558* - Thunderbird Reservoir Misc. Im (I) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding addresses an engineering study to evaluate alternatives for enhancing water quality during the hot summer months for water stored at the Thunderbird Reservoir. Once the study is completed, design and construction of the recommended improvements are projected to proceed in FY 2016.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$73,000	$0	$0	$0	$35,000	$0
Construction	$80,000	$0	$0	$0	$221,000	$0
Engineering Charges	$7,497	$0	$0	$0	$12,544	$0
Arts	$800	$0	$0	$0	$2,210	$0
Contingency	$18,703	$0	$0	$0	$29,246	$0
TOTAL	**$180,000**	**$0**	**$0**	**$0**	**$300,000**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T3559* - SRP Well Imp (67 Ave/Myrtle) (I) **Funding Source:** Water & Sewer Revenues

Project Description: The project will include the rehabilitation of the Salt River Project well at 67th and Myrtle Avenues to reduce nitrate levels to meet new drinking water standards.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$45,000	$0	$0	$0	$0	$0
Construction	$198,000	$0	$0	$0	$0	$0
Engineering Charges	$11,907	$0	$0	$0	$0	$0
Arts	$1,980	$0	$0	$0	$0	$0
Contingency	$23,113	$0	$0	$0	$0	$0
TOTAL	**$280,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T3560* - Citywide Meter Vault Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: Based on a field condition assessment conducted by staff, modifications to large meter vaults are recommended to enhance safe entry. The meter vault covers will be replaced with spring-torsion type covers per the city's design standards and meter vaults will be retrofitted or replaced as needed.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$106,000	$106,000	$0	$0	$0	$0
Engineering Charges	$6,996	$6,996	$0	$0	$0	$0
Arts	$1,060	$1,060	$0	$0	$0	$0
Contingency	$10,944	$10,944	$0	$0	$0	$0
TOTAL	**$125,000**	**$125,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61001 - Fire Hydrant Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project funds a replacement program for approximately 800 existing fire hydrants. To date, 285 fire hydrants have been replaced. The existing fire hydrants need to be replaced due to age and lack of replacement parts. The new fire hydrants will be installed to meet the city and industry spacing guidelines. In addition, the new fire hydrants will be accessible for routine maintenance to ensure fire system integrity.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$262,000	$0	$0	$262,000	$262,000	$262,000
Engineering Charges	$12,000	$0	$0	$12,000	$12,000	$12,000
Arts	$2,620	$0	$0	$2,620	$2,620	$2,620
Contingency	$23,380	$0	$0	$23,380	$23,380	$23,380
Sub-Total New Funding	$300,000	$0	$0	$300,000	$300,000	$300,000
FY 2012 Carryover	$296,074	$0	$0	$0	$0	$0
TOTAL	**$596,074**	**$0**	**$0**	**$300,000**	**$300,000**	**$300,000**

Operating Description: No additional O and M is needed for this project.

Project: 61012 - Citywide Irrigation System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Irrigation pipelines and related irrigation structure in the city owned portion of the flood irrigation system will be rehabilitated or replaced.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$0	$0	$200,000	$200,000	$400,000
TOTAL	**$0**	**$0**	**$0**	**$200,000**	**$200,000**	**$400,000**

Operating Description: No additional O and M is needed for this project.

Project: 61013 - Water Line Replacement (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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$138,000	$200,000	$330,000	$250,000	$330,000	$1,850,000
Construction	$490,000	$1,550,800	$2,330,400	$1,600,000	$2,730,000	$9,800,000
Finance Charges	$0	$26,262	$39,906	$27,750	$45,900	$174,750
Engineering Charges	$3,547	$9,889	$15,027	$10,449	$17,284	$65,803
Arts	$4,900	$15,508	$23,304	$16,000	$27,300	$98,000
Contingency	$63,553	$197,541	$261,363	$263,891	$349,673	$1,358,816
Sub-Total New Funding	$700,000	$2,000,000	$3,000,000	$2,168,090	$3,500,157	$13,347,369
FY 2012 Carryover	$1,120,645	$0	$0	$0	$0	$0
TOTAL	**$1,820,645**	**$2,000,000**	**$3,000,000**	**$2,168,090**	**$3,500,157**	**$13,347,369**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61015 - Outer Loop Effluent Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Arrowhead Ranch Water Reclamation Facility (ARWRF) effluent transmission line has been in service since the late 1980's. 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 applicable rehabilitation to ensure effluent transmission system integrity and reliability.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$59,989	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$3,075,000
Finance Charges	$0	$0	$0	$0	$0	$55,125
Engineering Charges	$0	$0	$1,110	$0	$0	$67,987
Arts	$0	$0	$0	$0	$0	$30,750
Contingency	$0	$0	$7,901	$0	$0	$371,138
TOTAL	**$0**	**$0**	**$69,000**	**$0**	**$0**	**$4,200,000**

Operating Description: No additional O and M is needed for this project.

Project: 61043 - Pyramid Pk WTP Train #1 Equip (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include equipment improvements and rehabilitation (FY's 2012 through 2014), an engineering assessment (FY 2015) and equipment replacement (FY 2016 and beyond) at the Pyramid Peak Water Treatment Plant related to Train No. 1 and other related equipment. The original equipment will be approximately 23 years old and will be at the end of its useful life. Based on the existing Intergovernmental Agreement (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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$89,500	$89,500	$10,000	$14,000	$550,000	$550,000
Construction	$0	$0	$79,000	$120,000	$1,430,000	$2,100,000
Finance Charges	$0	$0	$0	$0	$29,700	$39,750
Engineering Charges	$1,645	$1,645	$1,636	$2,463	$36,397	$48,713
Arts	$0	$0	$790	$1,200	$14,300	$21,000
Contingency	$8,855	$8,855	$8,574	$12,337	$189,603	$240,537
TOTAL	**$100,000**	**$100,000**	**$100,000**	**$150,000**	**$2,250,000**	**$3,000,000**

Operating Description: No additional O and M is needed for this project.

Project: T3550 - Hillcrest Ranch Booster Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: The pump equipment at the Hillcrest Ranch booster station will be rebuilt or serviced to ensure the station operates effectively and efficiently. This booster station will provide an emergency back up supply of water pressure for the Zone 3 Water Pressure Zone. Zone 3 is in the northernmost part of the city.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$25,000	$0
Construction	$0	$0	$0	$0	$450,000	$0
Engineering Charges	$0	$0	$0	$0	$23,275	$0
Arts	$0	$0	$0	$0	$4,500	$0
Contingency	$0	$0	$0	$0	$50,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$552,775**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: T3557* - Zone 4 Reservoir Misc Imp (R) **Funding Source:** Water & Sewer Revenues

Project Description: Based on an assessment of valve conditions at the Zone 4 reservoir, the existing sleeve valve and ancillaries require replacement to ensure a continued reliable water supply to citizens. The requested funding will address the design and construction costs associated with this project. The Zone 4 reservoir supplies water to the west area of the city.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$45,000	$0	$0	$0	$0
Construction	$0	$106,000	$0	$0	$0	$0
Engineering Charges	$0	$11,000	$0	$0	$0	$0
Arts	$0	$1,060	$0	$0	$0	$0
Contingency	$0	$16,940	$0	$0	$0	$0
TOTAL	**$0**	**$180,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

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 MGD surface water treatment plant that will serve mainly western Glendale with fresh drinking water. Carryover funding will be used to cover expenses that may not materialize until after June 30, 2011.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$222,686	$0	$0	$0	$0	$0
TOTAL	**$222,686**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 61009 - Drinking Water Well Head Trmt (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include the design of a new Zone 4 wellhead treatment system to remove nitrates and arsenic from groundwater to meet federal drinking water standards. This new wellhead treatment system was recommended in the Groundwater Master Plan in 2008 in order to meet the projected growth in the west areas of the city.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$140,000
Construction	$0	$0	$0	$0	$0	$1,400,000
Finance Charges	$0	$0	$0	$0	$0	$23,100
Engineering Charges	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$14,000
Contingency	$0	$0	$0	$0	$0	$154,350
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,774,450**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: The project will result in the installation of 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 area customers.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$500,000	$500,000
Construction	$0	$0	$0	$0	$150,000	$3,300,000
Finance Charges	$0	$0	$0	$0	$9,750	$57,000
Engineering Charges	$0	$0	$0	$0	$12,025	$70,300
Arts	$0	$0	$0	$0	$1,500	$33,000
Contingency	$0	$0	$0	$0	$72,178	$45,175
TOTAL	**$0**	**$0**	**$0**	**$0**	**$745,453**	**$4,005,475**

Operating Description: Beginning in FY 2019, additional O and M expenses are related to chemicals and maintenance based on pilot studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$148,526
Utilities	$0	$0	$0	$0	$0	$106,090
Equip. Maint.	$0	$0	$0	$0	$0	$47,741
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$302,357**

Project: 61020 - West Area Reuse Pipelines (N) **Funding Source:** Water & Sewer Revenues

Project Description: New water reuse pipeline projects will be developed and constructed based on a master plan for the reuse of effluent from the West Area Water Reclamation Facility that was completed in May 2003.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$100,000
Construction	$0	$0	$0	$0	$0	$345,000
Engineering Charges	$0	$0	$0	$0	$0	$21,805
Arts	$0	$0	$0	$0	$0	$3,450
Contingency	$0	$0	$0	$0	$0	$29,745
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$500,000**

Operating Description: No additional O and M is needed for this project.

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 additional recharge capacity developed through this project will accommodate the effluent produced at the recently expanded West Area Water Reclamation Facility.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$0	$1,300,000	$0	$0	$0
Sub-Total New Funding	$0	$0	$1,300,000	$0	$0	$0
FY 2012 Carryover	$1,257,030	$0	$0	$0	$0	$0
TOTAL	**$1,257,030**	**$0**	**$1,300,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61027 - Water Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Water line extensions are installed where needed to extend the city's water transmission and distribution systems to meet projected demand from future development. Projects funded from this account typically involve city participation in pipeline over sizing and other distribution piping extensions as needed to accommodate projected growth.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$600,000	$700,000
Construction	$0	$0	$0	$0	$1,150,000	$3,250,000
Finance Charges	$0	$0	$0	$0	$26,100	$59,250
Engineering Charges	$0	$0	$0	$0	$28,399	$64,101
Arts	$0	$0	$0	$0	$11,500	$32,500
Contingency	$0	$0	$0	$0	$174,000	$394,149
Sub-Total New Funding	$0	$0	$0	$0	$1,989,999	$4,500,000
FY 2012 Carryover	$1,472,297	$0	$0	$0	$0	$0
TOTAL	**$1,472,297**	**$0**	**$0**	**$0**	**$1,989,999**	**$4,500,000**

Operating Description: No additional O and M is needed for this project.

Project: 61029 - Regional GAC Plant (N) **Funding Source:** Water & Sewer Revenues

Project Description: The city currently pays $1.00 per pound for granular activated carbon (GAC) regeneration at the Oasis Water Campus and Cholla Water Treatment Plant. An evaluation will be conducted to determine whether the city should pursue the purchase of a share of a regional GAC plant to possibly reduce costs for the city.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$82,900
Engineering Charges	$0	$0	$0	$0	$0	$9,119
Contingency	$0	$0	$0	$0	$0	$7,981
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$100,000**

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

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61038 - Loop 101 Water Treatment (N) **Funding Source:** Water & Sewer Revenues

Project Description: The city is projected to build a 10 MGD groundwater treatment plant and storage reservoir in Zone 4 to meet the expected potable water demand at build out of the west area of the city. The 11.7 acres of land is located at 99th and Northern Avenues. The land was purchased in FY 2009 with payments from FY 2009 through FY 2013. The funding request for the last five years of the plan reflects the estimated cost of design and construction for the facility. This facility is identified in the revised Glendale Water Master Plan.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$792,000	$756,000	$0	$0	$0	$0
Design	$0	$0	$0	$0	$0	$520,000
Construction	$0	$0	$0	$0	$0	$23,150,000
Finance Charges	$0	$0	$0	$0	$0	$355,050
Engineering Charges	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$231,500
Contingency	$0	$0	$0	$0	$0	$2,120,977
TOTAL	**$792,000**	**$756,000**	**$0**	**$0**	**$0**	**$26,499,527**

Operating Description: The additional O and M expense will be determined when the project is closer to completion as operations are not expected to begin until FY 2021. A supplemental budget request will be submitted once the project is near completion.

Project: 61044 - New River Waterline Crossing (N) **Funding Source:** Water & Sewer Revenues

Project Description: A new water line will be installed to connect Zone 1 (south central part of the city) and Zone 4 (western part of the city) to enhance water quality in the west area of the city.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$198,000	$0	$0	$0	$0	$0
Construction	$910,000	$0	$0	$0	$0	$0
Finance Charges	$18,000	$0	$0	$0	$0	$0
Engineering Charges	$43,000	$0	$0	$0	$0	$0
Arts	$9,100	$0	$0	$0	$0	$0
Contingency	$121,900	$0	$0	$0	$0	$0
Sub-Total New Funding	$1,300,000	$0	$0	$0	$0	$0
FY 2012 Carryover	$1,283,284	$0	$0	$0	$0	$0
TOTAL	**$2,583,284**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T3510 - Orangewood Water Trans Main (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the installation of a new water transmission main within Orangewood Avenue from 99th Avenue west to 105th Avenue to convey water from Oasis Water Campus to the west area of the city. This new water transmission main was recommended in the Black & Veatch "Comprehensive Water Facilities Planning and Design" report dated September 2003. A study will be conducted and the results will be presented to the city, construction is expected to begin sometime after FY 2021.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$83,000	$0	$0
Engineering Charges	$0	$0	$0	$9,130	$0	$0
Contingency	$0	$0	$0	$7,870	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$100,000**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2400-Water — Category: Revenue

Project: T3552 - Additional Water Supply (N) **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. The $9,998,000 represents the cost of acquiring a 100-year lease of water rights per the White Mountain Apache Tribe Water Settlement in FY 2019.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$148,000
Miscellaneous/Other	$0	$0	$0	$0	$0	$9,850,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,998,000**

Operating Description: O and M includes projected payment to Central Arizona Water Conservation District for water delivery costs and city treatment costs relating to the additional water supply. Starting in FY 2020, O and M costs are projected to be $365,000 per year. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$730,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$730,000**

Project: T3561* - Northern Ave PRV Station Reloc (N) **Funding Source:** Water & Sewer Revenues

Project Description: The city needs to relocate the pressure reducing valve (PRV) station on Northern Avenue. to provide more operational flexibility and better access to conduct maintenance work, meet safety requirements, and increase sustainability of chlorine residual. The relocation of the PRV station will assist the city in meeting the federal and state regulation of disinfection byproduct products such as trihalomethanes formation. A preliminary engineering study will be conducted and recommendations will be presented to the city for construction after FY 2021.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$41,000	$0
Engineering Charges	$0	$0	$0	$0	$4,510	$0
Contingency	$0	$0	$0	$0	$4,490	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2420-Sewer — Category: Revenue

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
63006 Arrowhead Sewer Lines	0	0	0	0	1,719,575	2,035,490	0
63010 91st Ave. Construction	0	1,500,000	1,500,000	525,000	700,000	3,000,000	11,210,000
63023 City Wide Sewer Odor Control	0	0	0	0	770,000	1,112,000	0
Replacement of Existing Assets							
63003 99th Ave Interceptor Line	0	0	650,000	700,000	2,100,000	2,100,000	0
63016 Sewer Line Replacement	2,952,397	3,209,935	3,313,609	3,432,188	3,432,188	3,500,000	16,565,998
63018 Camelback Swr Rehab	1,000,001	0	0	0	0	0	0
63021 Sweetwater & 55th Ave SLS	0	0	0	1,000,000	999,784	0	0
T3614 *Citywide Manhole Rehab	0	208,545	521,364	521,364	521,364	521,364	0
Sub-Total - Existing Assets	*3,952,398*	*4,918,480*	*5,984,973*	*6,178,552*	*10,242,911*	*12,268,854*	*27,775,998*
New Assets							
63000 67th-115th, Northern-C'Back	0	0	0	0	4,551,205	5,164,295	0
63007 Sewer 99th Ave. W. Water Meter	0	0	0	0	600,000	3,800,000	0
63008 Sewers for Areas on Septic Sys	231,787	0	0	200,000	0	0	0
63015 CMOM Implementation	0	0	0	0	100,000	0	0
63017 Sewer Line Extension	309,929	0	0	0	400,000	400,000	800,000
63020 Security Enhance Wastewtr Ops	0	0	0	0	0	0	7,000,000
T3610 Bethany Hme Rd Interceptor	0	0	0	0	0	0	3,950,000
T3611 Glendale Ave 93rd-99th Ave	0	0	0	0	0	540,000	385,245
T3612 Influent Pump Sta (RSPS) Imp	0	0	0	0	500,000	4,600,000	0
Sub-Total - New Assets	*541,716*	*0*	*0*	*200,000*	*6,151,205*	*14,504,295*	*12,135,245*
Total Project Expenses:	**$4,494,114**	**$4,918,480**	**$5,984,973**	**$6,378,552**	**$16,394,116**	**$26,773,149**	**$39,911,243**
Total FY 2012 Funding:		**$9,412,594**					

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63006 - Arrowhead Sewer Lines (I) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement or rehabilitation of various wastewater collection lines in the Arrowhead Ranch area to 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$350,000	$480,000	$0
Construction	$0	$0	$0	$1,158,000	$1,300,000	$0
Finance Charges	$0	$0	$0	$22,620	$26,700	$0
Engineering Charges	$0	$0	$0	$27,898	$32,930	$0
Arts	$0	$0	$0	$11,580	$13,000	$0
Contingency	$0	$0	$0	$149,477	$182,860	$0
TOTAL	**$0**	**$0**	**$0**	**$1,719,575**	**$2,035,490**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project consists of continuing improvements and expansion of the Regional 91st Ave Wastewater Treatment Plant (WWTP) of which Glendale is part owner as member of the Sub-Regional Operating Group (SROG). SROG consists of Glendale, Mesa, Phoenix, Tempe and Scottsdale. The last 91st Ave WWTP expansion decommissioned one of the oldest sections of the facility and replaced that section with new biological treatment, enlarged blowers and new clarifiers. This large regional plant requires improvements that are usually addressed in "Five Year Plans" referred to as a Unified Projects generally identified as UP10 or UP15 for example referring to the year the project will be completed. The next Unified Project is projected to be UP20 since UP15 was delayed due to budgetary constraints.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$20,000	$20,000	$12,000	$10,000	$40,000	$210,000
Miscellaneous/Other	$1,480,000	$1,480,000	$513,000	$690,000	$2,960,000	$11,000,000
TOTAL	**$1,500,000**	**$1,500,000**	**$525,000**	**$700,000**	**$3,000,000**	**$11,210,000**

Operating Description: No additional O and M is needed for this project.

Project: 63023 - City Wide Sewer Odor Control (I) **Funding Source:** Water & Sewer Revenues

Project Description: Addition of permanent hydrogen peroxide chemical dosing stations to various sewer lines for odor control and control of hydrogen sulfide gas.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$100,000	$0	$0
Construction	$0	$0	$0	$575,000	$975,000	$0
Engineering Charges	$0	$0	$0	$18,563	$26,813	$0
Arts	$0	$0	$0	$5,750	$9,750	$0
Contingency	$0	$0	$0	$70,687	$100,437	$0
TOTAL	**$0**	**$0**	**$0**	**$770,000**	**$1,112,000**	**$0**

Operating Description: No additional O and M is needed for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$31,034	$31,034	$0
Miscellaneous/Other	$0	$650,000	$700,000	$2,068,966	$2,068,966	$0
TOTAL	**$0**	**$650,000**	**$700,000**	**$2,100,000**	**$2,100,000**	**$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

PROJECT 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 Henningson, Durham and Richardson Engineers and to be completed by Camp, Dresser and McKee Engineers. Projects will be developed as funds are available.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$270,000	$280,000	$290,000	$290,000	$300,000	$1,000,000
Construction	$2,430,000	$2,520,000	$2,610,000	$2,610,000	$2,700,000	$13,000,000
Finance Charges	$40,500	$42,000	$43,500	$43,500	$45,000	$210,000
Engineering Charges	$11,640	$12,071	$12,502	$12,502	$12,933	$60,353
Arts	$24,300	$25,200	$26,100	$26,100	$27,000	$130,000
Contingency	$433,495	$434,338	$450,086	$450,086	$415,067	$2,165,645
Sub-Total New Funding	$3,209,935	$3,313,609	$3,432,188	$3,432,188	$3,500,000	$16,565,998
FY 2012 Carryover	$2,952,397	$0	$0	$0	$0	$0
TOTAL	**$6,162,332**	**$3,313,609**	**$3,432,188**	**$3,432,188**	**$3,500,000**	**$16,565,998**

Operating Description: No additional O and M is needed for this project.

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 Camp,Dresser, and McKee in 2008 identified the sewer segments and manholes that need to be rehabilitated or replaced.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$1,000,001	$0	$0	$0	$0	$0
TOTAL	**$1,000,001**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63021 - Sweetwater & 55th Ave SLS (R) **Funding Source:** Water & Sewer Revenues

Project Description: The sewage lift station (SLS) at Sweetwater and 55th Avenue requires equipment upgrades in order to ensure continued system reliability, sufficient treatment capacity and public health. This project includes the design and construction of new flow metering equipment and odor control elements as well as the replacement or rehabilitation of the station's equipment including pumps, valves, piping, and electrical system elements.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$100,000	$100,000	$0	$0
Construction	$0	$0	$769,000	$781,000	$0	$0
Finance Charges	$0	$0	$13,035	$0	$0	$0
Engineering Charges	$0	$0	$23,898	$24,228	$0	$0
Arts	$0	$0	$7,690	$7,810	$0	$0
Contingency	$0	$0	$86,377	$86,746	$0	$0
TOTAL	**$0**	**$0**	**$1,000,000**	**$999,784**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: T3614* - Citywide Manhole Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding will be used to rehabilitate existing sewer manholes that have reached the end of their expected life as identified in the 2008 Sewer Master Plan and Evaluation by Camp, Dresser, and McKee.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$200,000	$500,000	$500,000	$500,000	$500,000	$0
Engineering Charges	$6,545	$16,364	$16,364	$16,364	$16,364	$0
Arts	$2,000	$5,000	$5,000	$5,000	$5,000	$0
TOTAL	**$208,545**	**$521,364**	**$521,364**	**$521,364**	**$521,364**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63000 - 67th-115th, Northern-C'Back (N) **Funding Source:** Water & Sewer Revenues

Project Description: Installation of new sewer lines to improve existing sewer mains as identified by the Hennings, Durham, and Richardson West Area 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$550,000	$550,000	$0
Construction	$0	$0	$0	$3,460,000	$4,000,000	$0
Finance Charges	$0	$0	$0	$61,650	$68,250	$0
Engineering Charges	$0	$0	$0	$43,332	$49,168	$0
Arts	$0	$0	$0	$34,600	$40,000	$0
Contingency	$0	$0	$0	$401,623	$456,877	$0
TOTAL	**$0**	**$0**	**$0**	**$4,551,205**	**$5,164,295**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63007 - Sewer 99th Ave. W. Water Meter (N) **Funding Source:** Water & Sewer Revenues

Project Description: The existing Meter Station, GL03, is located within the 99th Avenue Alignment. This project will include relocation of the GL03 meter station 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 SROG standards.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$315,000	$278,000	$0
Construction	$0	$0	$0	$218,600	$3,065,000	$0
Finance Charges	$0	$0	$0	$0	$62,068	$0
Engineering Charges	$0	$0	$0	$9,872	$61,845	$0
Arts	$0	$0	$0	$2,186	$30,650	$0
Contingency	$0	$0	$0	$54,342	$302,437	$0
TOTAL	**$0**	**$0**	**$0**	**$600,000**	**$3,800,000**	**$0**

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. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$0	$0	$0	$0	$26,524
Equip. Maint.	$0	$0	$0	$0	$0	$132,616
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$159,140**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 system.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$30,000	$0	$0	$0
Construction	$0	$0	$140,000	$0	$0	$0
Engineering Charges	$0	$0	$11,000	$0	$0	$0
Arts	$0	$0	$1,400	$0	$0	$0
Contingency	$0	$0	$17,600	$0	$0	$0
Sub-Total New Funding	$0	$0	$200,000	$0	$0	$0
FY 2012 Carryover	$231,787	$0	$0	$0	$0	$0
TOTAL	**$231,787**	**$0**	**$200,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63015 - CMOM Implementation (N) **Funding Source:** Water & Sewer Revenues

Project Description: The United States Environmental Protection Agency 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 program in FY 2015.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$82,900	$0	$0
Engineering Charges	$0	$0	$0	$9,119	$0	$0
Contingency	$0	$0	$0	$7,981	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$100,000**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$0	$0	$0	$351,000	$351,000	$700,000
Engineering Charges	$0	$0	$0	$12,636	$12,636	$25,200
Arts	$0	$0	$0	$3,510	$3,510	$7,000
Contingency	$0	$0	$0	$32,854	$32,854	$67,800
Sub-Total New Funding	$0	$0	$0	$400,000	$400,000	$800,000
FY 2012 Carryover	$309,929	$0	$0	$0	$0	$0
TOTAL	**$309,929**	**$0**	**$0**	**$400,000**	**$400,000**	**$800,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63020 - Security Enhance Wastewtr Ops (N) **Funding Source:** Water & Sewer Revenues

Project Description: Add security enhancements to the water reclamation facilities, the various effluent recharge facilities and sewer lift stations. These improvements will enable the city staff to more closely monitor water reclamation and domestic water remote locations such as the raw sewage pumping station and the numerous sewage lift stations in the system.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$500,000
Construction	$0	$0	$0	$0	$0	$6,000,000
Finance Charges	$0	$0	$0	$0	$0	$100,000
Engineering Charges	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$60,000
Contingency	$0	$0	$0	$0	$0	$247,500
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,000,000**

Operating Description: No additional O and M is needed.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$720,000
Construction	$0	$0	$0	$0	$0	$2,740,000
Finance Charges	$0	$0	$0	$0	$0	$51,900
Engineering Charges	$0	$0	$0	$0	$0	$64,010
Arts	$0	$0	$0	$0	$0	$27,400
Contingency	$0	$0	$0	$0	$0	$346,690
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,950,000**

Operating Description: No additional O and M is needed.

Project: T3611 - Glendale Ave 93rd-99th Ave (N) **Funding Source:** Water & Sewer Revenues

Project Description: Improvements will be needed to handle the additional wastewater flows generated by projected growth at build-out in the west area of the city. 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 completed by Camp, Dresser, and McKee.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$50,000	$35,000
Construction	$0	$0	$0	$0	$422,000	$300,000
Engineering Charges	$0	$0	$0	$0	$20,296	$14,405
Arts	$0	$0	$0	$0	$4,220	$3,000
Contingency	$0	$0	$0	$0	$43,484	$32,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$540,000**	**$385,245**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: T3612 - Influent Pump Sta (RSPS) Imp (N) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding is for a new screening system that is expected to reduce maintenance efforts required for the waste activated sludge pumps at the West Area Water Reclamation Facility. The new screening system will include mechanical bar screens, a 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$423,000	$430,000	$0
Construction	$0	$0	$0	$9,819	$3,600,000	$0
Finance Charges	$0	$0	$0	$0	$59,910	$0
Engineering Charges	$0	$0	$0	$8,007	$74,555	$0
Arts	$0	$0	$0	$98	$36,000	$0
Contingency	$0	$0	$0	$59,076	$399,535	$0
TOTAL	**$0**	**$0**	**$0**	**$500,000**	**$4,600,000**	**$0**

Operating Description: No additional O and M is needed for this project.

*** 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 projects covered by HURF revenue bonds (2000), the Street Fund (Fund 1340) and transportation related grants (Fund 1650).

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 2012 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 enhancing the bicycle system, traffic mitigation and providing matching funds for airport capital grants.

Carryover funding is available in the HURF bond fund to complete street improvements on 67th Avenue from Camelback to Grand Avenue. Two additional street improvement projects are included in the last five years of the capital improvement plan.

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.

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. A number of transportation grant projects have carryover funding in FY 2012 included grant funding for the design of the transit center at Arrowhead.

Project Name: 63rd Ave @ Loop 101-Bike Overpass
Funding Source: Transportation Half-Cent Sales Tax
Fund #: 2210
Project #: 65054

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2210-Transportation Construction — Category: Transportation

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
65005 Smart Traffic Signals	1,981,031	0	127,913	0	0	0	750,000
65007 Grand Ave Access Enhancements	3,213,914	0	0	0	0	0	0
65008 Intersection Improvements	1,284,422	0	0	0	0	0	0
65013 Bus Stops and Shelters	100,000	0	109,712	112,944	115,769	118,895	647,614
65016 Northern Ave Super Street	11,813,412	5,102,395	5,204,443	5,324,144	5,457,248	1,675,646	3,042,396
65022 PE & Oversight for Transp. Pkg	1,427,461	508,501	518,670	530,599	0	0	0
65072 Expanded Safety Program	933,563	105,556	109,147	112,911	115,734	118,858	1,195,133
65086 51st Avenue HES Projects	501,182	0	0	0	0	0	0
65088 Downtown Alley Improvements	129,913	0	0	0	0	0	0
T7404 Maryland Ave Bike Rte Spot Imp	0	0	143,961	0	0	0	0
T7405 *Pavement Management	675,009	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Replacement of Existing Assets							
65004 Buses/Vans	100,000	100,000	100,000	150,000	200,000	250,000	1,579,903
65014 Transit Support Capital	50,000	50,000	75,000	100,000	125,000	150,000	939,649
65083 Speed Cushions	298,605	0	156,575	161,735	167,145	0	0
Sub-Total - Existing Assets	*22,508,512*	*7,866,452*	*8,545,421*	*8,492,333*	*8,180,896*	*4,313,399*	*18,154,695*
New Assets							
65006 Bus Pullouts	0	0	0	0	0	0	1,146,730
65017 Rail System	2,469,664	50,850	52,587	53,060	54,387	55,855	3,677,578
65030 Multi-Use Pathway Grand Canal	1,157,055	0	0	0	0	0	0
65054 63rd Ave @ Loop 101-Bike Ove	11,666	0	0	0	0	0	0
65062 Glendale Sports Facilities Sgn	470,000	0	0	0	0	0	0
65063 New River - Multi-use Pathway	2,400,000	0	0	0	0	0	0
65078 Airport Matching Funds	166,203	403,988	10,913	35,935	203,455	211,735	6,152
65080 Bell/101 Park&Ride/Transit Ctr	2,000,000	0	0	0	0	0	0
Sub-Total - New Assets	*8,674,588*	*454,838*	*63,500*	*88,995*	*257,842*	*267,590*	*4,830,460*
Total Project Expenses:	**$31,183,100**	**$8,321,290**	**$8,608,921**	**$8,581,328**	**$8,438,738**	**$4,580,989**	**$22,985,155**
Total FY 2012 Funding:		**$39,504,390**					

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$1,919	$0	$0	$0	$11,250
Contingency	$0	$6,396	$0	$0	$0	$0
Miscellaneous/Other	$0	$119,598	$0	$0	$0	$738,750
Sub-Total New Funding	$0	$127,913	$0	$0	$0	$750,000
FY 2012 Carryover	$1,981,031	$0	$0	$0	$0	$0
TOTAL	**$1,981,031**	**$127,913**	**$0**	**$0**	**$0**	**$750,000**

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. O and M for this project will be identified once federal funds have been secured and the scope of the project is available.

Project: 65007 - Grand Ave Access Enhancements (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides enhanced access control along Grand Avenue and includes beautification and sidewalks.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$3,213,914	$0	$0	$0	$0	$0
TOTAL	**$3,213,914**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M is associated with 112,113 sq ft of landscape maintenance and irrigation water. A supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$0	$24,665	$25,405	$26,167	$26,952	$147,385
TOTAL	**$0**	**$24,665**	**$25,405**	**$26,167**	**$26,952**	**$147,385**

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$1,284,422	$0	$0	$0	$0	$0
TOTAL	**$1,284,422**	**$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

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$9,402	$9,679	$9,921	$10,189	$55,499
Construction	$0	$85,613	$88,136	$90,340	$92,779	$505,359
Finance Charges	$0	$1,643	$1,691	$1,734	$1,780	$9,698
Engineering Charges	$0	$4,086	$4,206	$4,311	$4,428	$24,117
Arts	$0	$856	$881	$903	$928	$5,054
Contingency	$0	$8,112	$8,351	$8,560	$8,791	$47,887
Sub-Total New Funding	$0	$109,712	$112,944	$115,769	$118,895	$647,614
FY 2012 Carryover	$100,000	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$109,712**	**$112,944**	**$115,769**	**$118,895**	**$647,614**

Operating Description: O and M associated with the maintenance of each new bus shelter as they become completed. Supplemental budget requests will be made as new bus stops are added.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$10,927	$22,510	$34,779	$47,764	$460,929
TOTAL	**$0**	**$10,927**	**$22,510**	**$34,779**	**$47,764**	**$460,929**

Project: 65016 - Northern Ave Super Street (I) **Funding Source:** Half Cent Sales Tax

Project Description: Per Intergovernmental Agreement, 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. Costs for this project are shared between the region at 70% ($221 million) and local agencies at 30%. Glendale's portion of local funding is $39 million. Other jurisdictions involved include Maricopa County, Peoria, and El Mirage.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$0	$1,566,729	$2,844,640
Finance Charges	$76,540	$78,071	$79,866	$81,863	$25,135	$45,636
Contingency	$255,120	$260,222	$266,207	$272,862	$83,782	$152,120
Miscellaneous/Other	$4,770,735	$4,866,150	$4,978,071	$5,102,523	$0	$0
Sub-Total New Funding	$5,102,395	$5,204,443	$5,324,144	$5,457,248	$1,675,646	$3,042,396
FY 2012 Carryover	$11,813,412	$0	$0	$0	$0	$0
TOTAL	**$16,915,807**	**$5,204,443**	**$5,324,144**	**$5,457,248**	**$1,675,646**	**$3,042,396**

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 each project phase is close to completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$3,631	$3,740	$3,852	$3,968	$21,699
Landscape	$0	$18,806	$19,370	$19,951	$20,550	$112,378
TOTAL	**$0**	**$22,437**	**$23,110**	**$23,803**	**$24,518**	**$134,077**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$7,628	$7,780	$7,959	$0	$0	$0
Contingency	$25,425	$25,934	$26,530	$0	$0	$0
Miscellaneous/Other	$475,448	$484,956	$496,110	$0	$0	$0
Sub-Total New Funding	$508,501	$518,670	$530,599	$0	$0	$0
FY 2012 Carryover	$1,427,461	$0	$0	$0	$0	$0
TOTAL	**$1,935,962**	**$518,670**	**$530,599**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$1,582	$1,638	$1,694	$1,736	$1,783	$17,928
Contingency	$5,278	$5,457	$5,646	$5,787	$5,943	$59,757
Miscellaneous/Other	$98,696	$102,052	$105,571	$108,211	$111,132	$1,117,448
Sub-Total New Funding	$105,556	$109,147	$112,911	$115,734	$118,858	$1,195,133
FY 2012 Carryover	$933,563	$0	$0	$0	$0	$0
TOTAL	**$1,039,119**	**$109,147**	**$112,911**	**$115,734**	**$118,858**	**$1,195,133**

Operating Description: No additional O and M is needed.

Project: 65086 - 51st Avenue HES Projects (I) **Funding Source:** Half Cent Sales Tax

Project Description: Hazard Elimination Safety projects provide for intersection capacity and safety improvements at the intersections of 51st Avenue and Camelback Road and 51st Avenue and Northern Avenue. Projects include right turn lanes, bus bays and shelters, modifications to traffic signals and street lights and landscaping.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$501,182	$0	$0	$0	$0	$0
TOTAL	**$501,182**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs are for landscape maintenance. A supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$0	$270	$278	$286	$295	$1,613
TOTAL	**$0**	**$270**	**$278**	**$286**	**$295**	**$1,613**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65088 - Downtown Alley Improvements (I) **Funding Source:** Half Cent Sales Tax

Project Description: Design and construct transformation of existing service alley into a safe environment for pedestrian circulation and limited vehicular traffic.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$129,913	$0	$0	$0	$0	$0
TOTAL	**$129,913**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes $2,438 for the maintenance of 10 pedestrian lights, $1,200 for water, $300 for landscape maintenance by an outside company, $2,200 for downtown beautification crew maintenance and $300 for electricity. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Electrical	$0	$2,738	$2,820	$2,905	$2,992	$16,361
Landscape	$0	$2,500	$2,575	$2,652	$2,732	$14,939
Water	$0	$1,200	$1,236	$1,273	$1,311	$7,171
TOTAL	**$0**	**$6,438**	**$6,631**	**$6,830**	**$7,035**	**$38,471**

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$0	$122,102	$0	$0	$0	$0
Finance Charges	$0	$1,440	$0	$0	$0	$0
Engineering Charges	$0	$12,000	$0	$0	$0	$0
Arts	$0	$1,221	$0	$0	$0	$0
Contingency	$0	$7,198	$0	$0	$0	$0
TOTAL	**$0**	**$143,961**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: T7405* - Pavement Management (I) **Funding Source:** Half Cent Sales Tax

Project Description: Pavement maintenance programs maximizing the life of the street network. This may include activities ranging from surface preparation, repairs and 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. Carryover funding from the Collector/Residential Overlay Project and Arterial Overlay Project are included in this project.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$1,962,709	$1,962,709	$1,962,709	$1,962,709	$1,962,709	$9,813,543
Engineering Charges	$17,664	$17,664	$17,664	$17,664	$17,664	$88,322
Arts	$19,627	$19,627	$19,627	$19,627	$19,627	$98,135
Sub-Total New Funding	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
FY 2012 Carryover	$675,009	$0	$0	$0	$0	$0
TOTAL	**$2,675,009**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65004 - Buses/Vans (R) **Funding Source:** Half Cent Sales Tax

Project Description: This project replaces buses and vans for local circulators and Dial-A-Ride service. The buses are replaced every four years or when mileage exceeds recommended limits.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$1,500	$1,500	$2,250	$3,000	$3,750	$23,699
Equipment	$93,500	$93,500	$140,250	$187,000	$233,750	$1,437,711
Contingency	$5,000	$5,000	$7,500	$10,000	$12,500	$118,493
Sub-Total New Funding	$100,000	$100,000	$150,000	$200,000	$250,000	$1,579,903
FY 2012 Carryover	$100,000	$0	$0	$0	$0	$0
TOTAL	**$200,000**	**$100,000**	**$150,000**	**$200,000**	**$250,000**	**$1,579,903**

Operating Description: No O and M associated with replacement vehicle maintenance for circulator and shuttle.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$750	$1,125	$1,500	$1,875	$2,250	$14,095
Contingency	$2,500	$3,750	$5,000	$6,250	$7,500	$46,982
Miscellaneous/Other	$46,750	$70,125	$93,500	$116,875	$140,250	$878,572
Sub-Total New Funding	$50,000	$75,000	$100,000	$125,000	$150,000	$939,649
FY 2012 Carryover	$50,000	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$75,000**	**$100,000**	**$125,000**	**$150,000**	**$939,649**

Operating Description: No additional O and M is required for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Construction	$0	$132,553	$136,923	$141,503	$0	$0
Finance Charges	$0	$2,349	$2,426	$2,507	$0	$0
Engineering Charges	$0	$8,749	$9,037	$9,339	$0	$0
Arts	$0	$1,326	$1,369	$1,415	$0	$0
Contingency	$0	$11,598	$11,980	$12,381	$0	$0
Sub-Total New Funding	$0	$156,575	$161,735	$167,145	$0	$0
FY 2012 Carryover	$298,605	$0	$0	$0	$0	$0
TOTAL	**$298,605**	**$156,575**	**$161,735**	**$167,145**	**$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

PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65006 - Bus Pullouts (N) **Funding Source:** Half Cent Sales Tax

Project Description: Bus pull-outs to relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pullouts will be provided at major intersections where there are bus route extensions and new bus routes.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$0	$0	$0	$0	$0	$172,009
Design	$0	$0	$0	$0	$0	$172,009
Construction	$0	$0	$0	$0	$0	$660,516
Finance Charges	$0	$0	$0	$0	$0	$17,202
Engineering Charges	$0	$0	$0	$0	$0	$35,799
Arts	$0	$0	$0	$0	$0	$6,605
Contingency	$0	$0	$0	$0	$0	$57,336
Miscellaneous/Other	$0	$0	$0	$0	$0	$25,254
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,146,730**

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. Costs below reflect Glendale's fees to Metro and Alternatives Analysis studies in later years.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$763	$778	$796	$816	$838	$55,166
Contingency	$87	$1,809	$2,264	$3,571	$5,017	$183,879
Miscellaneous/Other	$50,000	$50,000	$50,000	$50,000	$50,000	$3,438,533
Sub-Total New Funding	$50,850	$52,587	$53,060	$54,387	$55,855	$3,677,578
FY 2012 Carryover	$2,469,664	$0	$0	$0	$0	$0
TOTAL	**$2,520,514**	**$52,587**	**$53,060**	**$54,387**	**$55,855**	**$3,677,578**

Operating Description: O and M costs will be requested for inclusion after completion of the project in FY 2026. A supplemental budget request will be submitted once the project is near completion.

Project: 65030 - Multi-Use Pathway Grand Canal (N) **Funding Source:** Half Cent Sales Tax

Project Description: Construct a multiuse 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 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 trash receptacles and 30 foot wide landscaped area along a 6,300 foot long multiuse pathway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$0	$41,580	$42,827	$44,112	$45,436	$248,460
Refuse	$0	$8,698	$8,959	$9,228	$9,505	$51,979
TOTAL	**$0**	**$50,278**	**$51,786**	**$53,340**	**$54,941**	**$300,439**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

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 is Glendale's match and post design services cost. Design of the project is complete and the Arizona Department of Transportation (ADOT) is administering the construction of the project. Glendale has contracted with a consultant to provide post design services.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$11,666	$0	$0	$0	$0	$0
TOTAL	**$11,666**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes bi-annual bridge inspections. A request for supplemental budget will be made in a future year and current costs will be absorbed by the Transportation budget.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$1,545	$1,591	$1,639	$1,688	$9,232
TOTAL	**$0**	**$1,545**	**$1,591**	**$1,639**	**$1,688**	**$9,232**

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 traffic control system.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$470,000	$0	$0	$0	$0	$0
TOTAL	**$470,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M for this project is for electrical costs of the message signs. Equipment maintenance costs for the expected life is ten years and significant maintenance costs at $5,000 per year after five years of installation. A supplemental budget request will be made when project is close to completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$1,126	$1,160	$1,194	$6,531
Utilities	$0	$0	$1,126	$1,160	$1,194	$6,530
Equip. Maint.	$0	$0	$5,000	$5,150	$5,304	$29,005
TOTAL	**$0**	**$0**	**$7,252**	**$7,470**	**$7,692**	**$42,066**

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$2,400,000	$0	$0	$0	$0	$0
TOTAL	**$2,400,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with 8 foot wide landscaped area along a 12,200 foot long multiuse pathway. A supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Landscape	$0	$21,009	$21,639	$22,288	$22,957	$125,538
TOTAL	**$0**	**$21,009**	**$21,639**	**$22,288**	**$22,957**	**$125,538**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$375,000	$0	$0	$0	$0	$0
Design	$3,601	$0	$3,650	$57,268	$8,341	$0
Construction	$6,916	$3,561	$4,155	$13,058	$192,718	$0
Finance Charges	$6,060	$164	$539	$3,052	$3,176	$92
Engineering Charges	$6,125	$7,146	$22,460	$121,900	$0	$6,060
Arts	$36	$42	$131	$1,927	$0	$0
Miscellaneous/Other	$6,250	$0	$5,000	$6,250	$7,500	$0
Sub-Total New Funding	$403,988	$10,913	$35,935	$203,455	$211,735	$6,152
FY 2012 Carryover	$166,203	$0	$0	$0	$0	$0
TOTAL	**$570,191**	**$10,913**	**$35,935**	**$203,455**	**$211,735**	**$6,152**

Operating Description: This project provides local match funds for the capital project. Refer to the Airport Capital Fund 2120 projects for O and M impact.

Project: 65080 - Bell/101 Park&Ride/Transit Ctr (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct a transit center and a park-and-ride facility in the Bell Rd and Loop 101 area to serve the needs of transit passengers from multiple bus routes including express service. Federal funds have been secured for this project.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$2,000,000	$0	$0	$0	$0	$0
TOTAL	**$2,000,000**	**$0**	**$0**	**$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.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1650-Transportation Grants — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Replacement of Existing Assets							
67530 Fiber & Conduit - DMS	135,000	0	0	0	0	0	0
67531 Fiber & Conduit for ITS	140,000	0	0	0	0	0	0
67534 ITS Strategic Plan	290,000	0	0	0	0	0	0
67536 FTA AZ-90-X103 Grant	571,909	0	0	0	0	0	0
67537 FTA X006 Predisign ArrowheadTC	635,896	0	0	0	0	0	0
67538 FTA 0203 Design ArrowheadTC	840,366	0	0	0	0	0	0
Sub-Total - Existing Assets	*2,613,171*	*0*	*0*	*0*	*0*	*0*	*0*
New Assets							
67505 CIP Transport. Grant Reserve	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	136,994	0	0	0	0	0	0
67527 DS Multiuse Path: New River	187,714	0	0	0	0	0	0
67528 DS Multiuse Path: Maryland Ave	69,069	0	0	0	0	0	0
67529 FTA Grant X096	511,167	0	0	0	0	0	0
Sub-Total - New Assets	*904,944*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*10,000,000*
Total Project Expenses:	**$3,518,115**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 2012 Funding:		**$5,518,115**					

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67530 - Fiber & Conduit - DMS (R) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Peoria Ave between 43rd and 67th avenues. Additionally four message signs will be designed for 59th and Glendale avenues leading into downtown Glendale.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$135,000	$0	$0	$0	$0	$0
TOTAL	**$135,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a design project. There are no operating costs associated with the design. Operating funds will be identified during the construction stage of the project.

Project: 67531 - Fiber & Conduit for ITS (R) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Cactus, Thunderbird, and Greenway Roads.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$140,000	$0	$0	$0	$0	$0
TOTAL	**$140,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a design project. There are no operating costs associated with the design. Operating funds will be identified during the construction stage of the project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67534 - ITS Strategic Plan (R) **Funding Source:** Grants

Project Description: This project will complete a citywide Intelligent Transportation System (ITS) Strategic Plan that is consistent with federal, state, and regional plans.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$290,000	$0	$0	$0	$0	$0
TOTAL	**$290,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a project to develop a study. There are not any operating costs associated with the study development.

Project: 67536 - FTA AZ-90-X103 Grant (R) **Funding Source:** Grants

Project Description: The grant includes funds for the replacement of three Dial-A-Ride buses and funds for the maintenance of Transit's bus fleet. The Regional Public Transportation Authority will reimburse the city for the local match portion of the bus purchase.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$571,909	$0	$0	$0	$0	$0
TOTAL	**$571,909**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 67537 - FTA X006 Predisign ArrowheadTC (R) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple routes including two express routes, three local routes and one rural connector. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the predesign for a centralized facility for routes serving the area to provide transit patron parking, and to promote improved bus flow and accessibility for patrons using the routes serving the area

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$635,896	$0	$0	$0	$0	$0
TOTAL	**$635,896**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project is for pre-design of the transit center. O and M costs will be identified during the design of the project.

Project: 67538 - FTA 0203 Design ArrowheadTC (R) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple routes including two express routes, three local routes and one rural connector. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the predesign for a centralized facility for routes serving the area to provide transit patron parking, and to promote improved bus flow and accessibility for patrons using the routes serving the area.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$840,366	$0	$0	$0	$0	$0
TOTAL	**$840,366**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs will be identified during the design of the transit center project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67505 - CIP Transport. Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated transportation related grant opportunities that may arise during the fiscal year.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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: 67526 - DS Multiuse Path: Grand Canal (N) **Funding Source:** Grants

Project Description: The project is to provide for the design of a multiuse pathway along the Grand Canal from east of Loop 101 to east bank of New River. Once complete, the pathway should connect the existing Grand Canal multiuse pathway to the future New River multiuse pathway.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$136,994	$0	$0	$0	$0	$0
TOTAL	**$136,994**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M is 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$187,714	$0	$0	$0	$0	$0
TOTAL	**$187,714**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M is 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 multiuse path along Maryland Avenue east of 75th Avenue, and a multiuse path along the Maryland Avenue alignment in the Discovery Park from west of 75th Lane to 77th Drive.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$69,069	$0	$0	$0	$0	$0
TOTAL	**$69,069**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M is associated with this design project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67529 - FTA Grant X096 (N) **Funding Source:** Grants

Project Description: Federal Transit Administration grant for replacement bus purchases, computer purchases, and preventative maintenance reimbursement.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$511,167	$0	$0	$0	$0	$0
TOTAL	**$511,167**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2000-HURF/Street Bonds — Category: HURF

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
68909 67th Ave-Camelback to Grand	197,379	0	0	0	0	0	0
68913 99th Widening-Camelbck-Northrn	0	0	0	0	0	0	5,154,767
T2710 67th Ave Glendale to Frier	0	0	0	0	0	0	6,921,892
Sub-Total - Existing Assets	*197,379*	*0*	*0*	*0*	*0*	*0*	*12,076,659*
Total Project Expenses:	**$197,379**	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,076,659**
Total FY 2012 Funding:		**$197,379**					

PROJECT DETAIL: 2000-HURF/Street Bonds — Category: HURF

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 and Glendale Avenue. Project includes underground conversion of utilities, curb, gutter, sidewalk, and landscaping. Medians to be constructed in future years after storm drain is constructed.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$197,379	$0	$0	$0	$0	$0
TOTAL	**$197,379**	**$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 Road to Northern Avenue as infill as the property develops. Improvements include curb, gutter, sidewalk, streetlights, landscaping and a bridge widening over the Grand Canal. Also included will be the piping of an existing SRP irrigation ditch and the underground conversion of the existing utilities.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 ($171 ea/yr) for 2 1/2 years. Landscaping will be maintained by the commercial development adjacent to the roadway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$0	$0	$0	$0	$56,430
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$56,430**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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: Estimate based on two years of Operation and Maintenance. Utility costs are for 42 street lights. Landscape and water costs are for approximately 50,000 sq ft of landscaping. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$0	$0	$0	$0	$18,468
Landscape	$0	$0	$0	$0	$0	$28,287
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$46,755**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1340-HURF/Streets Fund — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
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	290,000
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*820,200*
New Assets							
T0005 Additional 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**	**$1,677,285**
Total FY 2012 Funding:		**$0**					

PROJECT 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 2017 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equipment	$0	$0	$0	$0	$0	$530,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$530,200**

Operating Description: Additional staffing will be required to replace staff lost due to budget reductions in order to support these operations. 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 each, 1 Equipment Operator at an annual cost of $68,750 and 1 Crew Leader at an annual cost of $80,456. Line supplies are projected to be $250,000 annually for cost of supplies for the new crew. Equipment replacement costs are included starting in FY 2017 at $39,765 annually with a 10-year life. Additional equipment maintenance related O and M is not needed since this is replacement equipment. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$2,873,130
Supplies/Contr	$0	$0	$0	$0	$0	$1,250,000
Insurance	$0	$0	$0	$0	$0	$18,832
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$198,825
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,340,787**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1340-HURF/Streets Fund — Category: Other

Project: T0010 - Right of Way Rearload Truck (R) **Funding Source:** Highway User Revenue Fund

Project Description: Replacement of the existing right-of-way rear-loading compactor truck, which is not currently in the Vehicle Replacement Fund. After replacement, the truck will be added to the Vehicle Replacement Fund. The truck is utilized by right-of-way crews in the disposal of tree trimmings and other landscaping debris.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equipment	$0	$0	$0	$0	$0	$290,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$290,000**

Operating Description: Because this new truck will replace an existing truck, funding is already available for equipment maintenance. The O and M figure of $145,000 represents the first five years (FY's 2017 though 2021) of vehicle replacement contributions required from adding the equipment to the Vehicle Replacement Fund based on a replacement cost of $290,000 and a 10-year life. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$145,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$145,000**

Project: T0005 - Additional 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 expectations of deterioration due to aging of the street, curb, gutter and sidewalk network.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 each, 1 Equipment Operator at an annual cost of $68,750 and 1 Crew Leader at an annual cost of $80,456. Line supplies are projected to be $250,000 annually for the cost of supplies for the new crew. Equipment maintenance charges and fuel costs total $23,585 annually. Insurance cost is calculated for eight employees at the current average cost of $2,354 per employee for Fund 1340. Equipment replacement costs are included starting in FY 2017 at $64,281 annually with a 10-year life. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$2,959,317
Supplies/Contr	$0	$0	$0	$0	$0	$1,250,000
Equip. Maint.	$0	$0	$0	$0	$0	$121,463
Insurance	$0	$0	$0	$0	$0	$18,832
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$321,405
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,671,017**

*** 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 2012 funding will be used to replace seven residential sideload refuse trucks and a residential container delivery 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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2480-Sanitation — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Replacement of Existing Assets							
78001 Rolloff Trucks-Commercial	0	0	60,900	0	428,000	0	258,000
78002 Frontload Trucks-Commercial	0	0	525,000	265,000	280,000	885,000	1,577,000
78003 Sideload Trucks-Residential	0	1,820,000	550,000	1,740,000	1,160,000	1,450,000	7,540,000
78004 Loose Trash Equip.-Residential	0	0	113,887	617,759	870,000	1,376,980	3,138,434
78005 Repl Pickup Trucks-Sanitation	0	43,645	50,000	0	0	67,010	210,000
Sub-Total - Existing Assets	*0*	*1,863,645*	*1,299,787*	*2,622,759*	*2,738,000*	*3,778,990*	*12,723,434*
New Assets							
T2411 Sanitation Office Trailer	0	0	0	517,500	0	0	0
Sub-Total - New Assets	*0*	*0*	*0*	*517,500*	*0*	*0*	*0*
Total Project Expenses:	**$0**	**$1,863,645**	**$1,299,787**	**$3,140,259**	**$2,738,000**	**$3,778,990**	**$12,723,434**
Total FY 2012 Funding:		**$1,863,645**					

PROJECT DETAIL: 2480-Sanitation — Category: Other

Project: 78001 - Rolloff Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of three rolloff trucks and containers over a 10-year period. Roll-off trucks are used to service the 20 and 40 cubic yard dumpsters used at construction sites and for clean up projects. The 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 2015, two replacement trucks will be purchased at a cost of $214,000 to replace trucks purchased in FY 2004. In FY 2017, one replacement truck will be purchased at a cost of $258,000 to replace a truck purchased in FY 2008.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$900	$0	$16,316	$0	$4,670
Equipment	$0	$60,000	$0	$411,684	$0	$253,330
TOTAL	**$0**	**$60,900**	**$0**	**$428,000**	**$0**	**$258,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78002 - Frontload Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of 10 commercial frontload refuse trucks, a commercial sideload refuse truck and a commercial container delivery truck over a 10-year period. 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 one frontload truck for $250,000 and one sideloader for $275,000. In FY 2014, replace one frontload truck for $265,000. In FY 2015, replace one frontload truck for $280,000. In FY 2016, replace three frontload trucks for $295,000 each. In FY 2017, replace one frontload truck for $295,000. In FY 2018, replace one frontload truck for $295,000. In FY 2019, replace one frontload truck for $295,000. In FY 2020, replace one frontload truck at a cost of $295.000, a sideload truck for $290,000 and a commercial container truck for $107,000.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$9,860	$5,388	$5,765	$18,507	$44,855
Equipment	$0	$515,140	$259,612	$274,235	$866,493	$1,532,145
TOTAL	**$0**	**$525,000**	**$265,000**	**$280,000**	**$885,000**	**$1,577,000**

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

PROJECT DETAIL: 2480-Sanitation — Category: Other

Project: 78003 - Sideload Trucks-Residential (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of 50 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 2012 replace seven trucks at a cost of $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 $290,000 each. In FY 2016 replace five trucks at a cost of $290,000 each. In FY 2017 replace six trucks at a cost of $290,000 each. In FY 2018 replace seven trucks at a cost of $290,000 each. In FY 2019 replace three trucks at a cost of $ 290,000 each. In FY 2020 replace six trucks at a cost of $290,000 each. In FY 2021 replace four trucks at a cost of $290,000 each.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$31,563	$9,650	$30,978	$23,106	$30,845	$181,112
Equipment	$1,788,437	$540,350	$1,709,022	$1,136,894	$1,419,155	$7,358,888
TOTAL	**$1,820,000**	**$550,000**	**$1,740,000**	**$1,160,000**	**$1,450,000**	**$7,540,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78004 - Loose Trash Equip.-Residential (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of loose trash rearload trucks, tractors and sweepers that are expected to reach 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 rearload trucks at a cost of $290,000 each, two tractors at a cost of $137,455 each and two sweepers at a cost of $261,035 each. In FY 2017 replace two rearload truck at a cost of $290,000 each, a tractor at a cost of $137,455 and two sweepers at a cost of $279,307 each. In FY 2018 replace two rearload trucks at a cost of $290,000 each and a tractor at a cost of $137,455. In FY 2020 replace three rearload trucks at a cost of $290,000 and a tractor at a cost of $137,455. In 2021 replace a tractor at a cost of $137,455.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$1,683	$9,326	$14,766	$18,898	$63,425
Equipment	$0	$112,204	$608,433	$855,234	$1,358,082	$3,075,009
TOTAL	**$0**	**$113,887**	**$617,759**	**$870,000**	**$1,376,980**	**$3,138,434**

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 2012, a replacement residential 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 pickup trucks at a cost of $33,505 each. FY 2017, four replacement pickup trucks at a cost of $35,000 each. In FY 2018, a replacement mechanic's truck at a cost of $70,000.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$645	$645	$0	$0	$1,005	$5,827
Equipment	$43,000	$49,355	$0	$0	$66,005	$204,173
TOTAL	**$43,645**	**$50,000**	**$0**	**$0**	**$67,010**	**$210,000**

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 2012-2021 Capital Improvement Plan

PROJECT 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. There are currently 80 employees in the sanitation division and the office environment is very tight. Currently, managers must identify alternative meeting / training space for staff or break the staff into smaller groups for meetings and training. A larger replacement trailer is needed to effectively meet the current operational demand, and allow for sufficient staff meeting/training space.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$7,500	$0	$0	$0
IT/Phone/Security	$0	$0	$10,000	$0	$0	$0
Equipment	$0	$0	$500,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$517,500**	**$0**	**$0**	**$0**

Operating Description: Additional O and M will be incurred for phone service, computers and related software, and printers. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Electrical	$0	$0	$1,000	$1,030	$1,061	$5,801
PC/Vehicle Replacement	$0	$0	$20,000	$20,600	$21,218	$116,028
Water	$0	$0	$1,000	$1,030	$1,061	$5,801
TOTAL	**$0**	**$0**	**$22,000**	**$22,660**	**$23,340**	**$127,630**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

LANDFILL
ENTERPRISE FUND

FY 2012 will see the replacement of a number of Glendale Municipal Landfill and Materials Recovery Facility (MRF) equipment including forklifts and a bulldozer. 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). It is projected that the 140 acres in the south half of the landfill will reach approved filling capacity by FY 2015. In preparation for the closing of the south end of the landfill, new funding is also available in FY 2012 for the initial design to move the scalehouse closer to the north end.

Project Name: Landfill Entrance Signal
Fund #: 2440
Project #: 78519
Picture Note: Project was completed during FY 2011

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2440-Landfill — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
78518 MRF Process Line Improvements	0	0	0	659,750	0	0	0
T2371 Scalehouse & Road Relocation	0	52,900	929,943	0	0	0	0
Replacement of Existing Assets							
78506 Landfill Repl Pickup Truck	0	26,800	130,000	0	29,300	0	124,331
78509 MRF Forklifts	0	30,000	0	31,827	32,781	0	72,000
78511 Landfill Compactor Replacement	0	0	0	0	1,010,145	0	1,054,504
78512 Fuel Tanker Replacement	0	0	0	0	0	0	255,780
78514 Sanitation Insp Trucks - 17740	0	0	0	59,406	0	136,032	70,000
78520 Landfill Bulldozer Replacement	0	1,128,040	0	0	0	0	1,187,550
78521 MRF Loader Replacement	0	0	0	0	0	0	228,019
78522 LF Water Pull Tractor Replace	492,901	0	0	0	0	0	624,063
T2360 Landfill Motor Grader Replace	0	0	289,275	0	0	0	0
T2370 Landfill Auger Scraper Replace	0	0	0	1,436,225	0	0	0
Sub-Total - Existing Assets	*492,901*	*1,237,740*	*1,349,218*	*2,187,208*	*1,072,226*	*136,032*	*3,616,247*
New Assets							
78503 Landfill Closure (South)	0	0	0	0	256,296	9,141,306	0
78505 LF Phase Construction (North)	0	0	0	102,541	4,625,208	102,541	4,366,770
78507 Landfill Soil Excavation	0	0	102,403	13,060,382	0	0	0
78508 Landfill Stormwater Drainage	0	0	566,581	0	0	0	0
Sub-Total - New Assets	*0*	*0*	*668,984*	*13,162,923*	*4,881,504*	*9,243,847*	*4,366,770*
Total Project Expenses:	**$492,901**	**$1,237,740**	**$2,018,202**	**$15,350,131**	**$5,953,730**	**$9,379,879**	**$7,983,017**
Total FY 2012 Funding:		**$1,730,641**					

PROJECT 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 enhance the overall efficiency of the 10-year old recyclables processing system. Modifications are expected to 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$9,750	$0	$0	$0
Equipment	$0	$0	$650,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$659,750**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed due to process line modifications at current amount of incoming tonnage.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2440-Landfill — Category: Other

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 closer to the north area. The scale house is currently located 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$50,000	$50,000	$0	$0	$0	$0
Construction	$0	$821,201	$0	$0	$0	$0
Finance Charges	$750	$13,068	$0	$0	$0	$0
Engineering Charges	$2,150	$37,462	$0	$0	$0	$0
Arts	$0	$8,212	$0	$0	$0	$0
TOTAL	**$52,900**	**$929,943**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 78506 - Landfill Repl Pickup Truck (R) **Funding Source:** Landfill Revenues

Project Description: Landfill currently has six pickup trucks in its equipment fleet that will require replacement over the next ten years. Pickup trucks are used by the landfill inspector, mechanic, crew leader, supervisor, and field employees. Three trucks will reach the end of their serviceable life in FY 2012, FY 2013, and FY 2015. The vehicle due for replacement in 2013 is the mechanic's truck, which is a heavy duty truck outfitted with an 11 foot crane, heavy duty tool boxes, air compressor, and a gas welder. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Project also includes the replacement of three trucks reaching the end of their service life during the second five years. The replacement amounts and years are as follows (with 3% inflation adjustment): Flat bed with Tommy Lift ($52,221) and pickup truck with Tommy Lift ($36,076) in FY 2019, and pickup truck ($36,034) in 2021.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equipment	$26,800	$130,000	$0	$29,300	$0	$124,331
TOTAL	**$26,800**	**$130,000**	**$0**	**$29,300**	**$0**	**$124,331**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78509 - MRF Forklifts (R) **Funding Source:** Landfill Revenues

Project Description: The 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 that are expected to reach 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. Replacement of forklifts in the second five years is scheduled to occur in FY 2018 and FY 2019 at an approximate cost of $36,000 per piece of equipment. The MRF forklifts have an estimated service life of approximately seven years, although replacement schedules may be adjusted depending on hours of use and wear. MRF vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equipment	$30,000	$0	$31,827	$32,781	$0	$72,000
TOTAL	**$30,000**	**$0**	**$31,827**	**$32,781**	**$0**	**$72,000**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2440-Landfill — Category: Other

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 2015 and FY 2017. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed through bonds at the time of acquisition. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste into the landfill.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$14,928	$0	$15,584
Equipment	$0	$0	$0	$995,217	$0	$1,038,920
TOTAL	**$0**	**$0**	**$0**	**$1,010,145**	**$0**	**$1,054,504**

Operating Description: No additional O and M is needed since 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 after ten years of daily use. Landfill equipment is not included in the Vehicle Replacement Fund. The fuel tanker truck refuels the diesel equipment on the site to maximize equipment operating time and efficiency.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 is needed since new equipment will replace aging existing equipment.

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. Purchase of eight replacement pickups over a 10-year period. Service life is projected to be approximately seven years. In FY 2014, two replacement trucks costing a projected $29,703 each. In FY 2016, four replacement trucks at a cost of $34,008 each. In FY 2017, a replacement truck at a cost of $35,000. In FY 2018, one replacement truck at a cost of $35,000.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$878	$0	$2,040	$1,050
Equipment	$0	$0	$58,528	$0	$133,992	$68,950
TOTAL	**$0**	**$0**	**$59,406**	**$0**	**$136,032**	**$70,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78520 - Landfill Bulldozer Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Project includes the replacement of the landfill bulldozers at the end of their serviceable life and on an appropriate replacement schedule based on current usage and wear. One bulldozer (Model D-9) will reach the end of its serviceable life in FY 2012, and the other bulldozer (Model D-8) will need replacement in FY 2019. 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$16,670	$0	$0	$0	$0	$17,550
Equipment	$1,111,370	$0	$0	$0	$0	$1,170,000
TOTAL	**$1,128,040**	**$0**	**$0**	**$0**	**$0**	**$1,187,550**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

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 FY 2019. MRF vehicles and equipment are not included in the Vehicle Replacement Fund.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$3,420
Equipment	$0	$0	$0	$0	$0	$224,599
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$228,019**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78522 - LF Water Pull Tractor Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of water pull tractor that is expected to reach the end of its serviceable life in FY 2020. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed through bonds at the time of acquisition. This machine is critical to reducing dust and maintaining compliance with the existing air quality permit.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$9,222
Equipment	$0	$0	$0	$0	$0	$614,841
Sub-Total New Funding	$0	$0	$0	$0	$0	$624,063
FY 2012 Carryover	$492,901	$0	$0	$0	$0	$0
TOTAL	**$492,901**	**$0**	**$0**	**$0**	**$0**	**$624,063**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2440-Landfill — Category: Other

Project: T2360 - Landfill Motor Grader Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the motor grader that is expected to reach the end of its serviceable life in FY 2013. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead they are debt financed. The motor grader is used to establish and maintain the temporary roads on the active portion of the landfill.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 is needed since new equipment will replace aging existing equipment.

Project: T2370 - Landfill Auger Scraper Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the auger scraper in FY 2014 when the equipment is expected to be at the end of its serviceable life. Based on current usage, this piece of equipment 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. Instead they are debt financed.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$21,225	$0	$0	$0
Equipment	$0	$0	$1,415,000	$0	$0	$0
TOTAL	**$0**	**$0**	**$1,436,225**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78503 - Landfill Closure (South) (N) **Funding Source:** Landfill Revenues

Project Description: Closure of the south area of the landfill after the permitted air space is completely filled with waste. Completed landfills are required by federal and state law to have a final cover system designed 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$250,000	$250,000	$0
Construction	$0	$0	$0	$0	$8,583,027	$0
Finance Charges	$0	$0	$0	$3,750	$132,495	$0
Engineering Charges	$0	$0	$0	$2,546	$89,954	$0
Arts	$0	$0	$0	$0	$85,830	$0
TOTAL	**$0**	**$0**	**$0**	**$256,296**	**$9,141,306**	**$0**

Operating Description: Annual cost for post-closure landscape maintenance, methane gas management and ongoing environmental monitoring after site is closed. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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

PROJECT 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 begin accepting waste during FY 2016. Funds identified in FY 2014 ($102,541) will be used for engineering design. Funds in FY 2015 ($4,625,208) will pay for construction of North Phase 1a. Funds identified in FY 2016 ($102,541) will be used for engineering design of North Phase 1b. Funds identified in FY 2017 ($4,366,770) will pay for development of North Phase 1b, which will need to be constructed in FY 2017.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$100,000	$100,000	$100,000	$100,000
Construction	$0	$0	$0	$4,368,000	$0	$4,118,400
Finance Charges	$0	$0	$1,500	$67,020	$1,500	$63,276
Engineering Charges	$0	$0	$1,041	$46,508	$1,041	$43,910
Arts	$0	$0	$0	$43,680	$0	$41,184
TOTAL	**$0**	**$0**	**$102,541**	**$4,625,208**	**$102,541**	**$4,366,770**

Operating Description: No additional O and M is required for this project

Project: 78507 - Landfill Soil Excavation (N) **Funding Source:** Landfill Revenues

Project Description: This project provides for excavation of Phase 1 in the north expansion area to prepare for future landfill cell development. It includes excavation of approximately one-third of the north expansion area, removal of berm located between the north area and the MRF as well as utility relocation due to berm removal, and construction of a screening berm along the 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$100,000	$100,000	$0	$0	$0
Construction	$0	$0	$12,531,498	$0	$0	$0
Finance Charges	$0	$1,500	$189,472	$0	$0	$0
Engineering Charges	$0	$903	$114,097	$0	$0	$0
Arts	$0	$0	$125,315	$0	$0	$0
TOTAL	**$0**	**$102,403**	**$13,060,382**	**$0**	**$0**	**$0**

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

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's 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 2013. Installation of the remaining down drains will be completed during the south area closure project.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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: Additional O and M will be required only after the landfill's south area closure has been completed and is included in the O and M costs under the Landfill Closure (South) Project #78503.

*** 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 2012 airport capital funding is contingent on the city receiving Federal Aviation Administration (FAA) grants. The city will pursue grant funding for projects related to a security upgrade, pavement maintenance, removal of a blast fence, a land purchase and a capacity study.

Project Name: Airport-Master Plan Update
Funding Source: FAA & ADOT Grants/Transportation Half-Cent Sales Tax
Fund #: 2120
Project #: 79511

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2120-Airport Capital Grants — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
79504 Airport-Security Upgrade	1,462,500	0	0	150,000	1,700,000	0	0
79515 Airport-Pavement Maintenance	0	100,000	150,000	175,000	550,000	0	0
79516 Airport-RSA Remove Blast Fence	292,500	343,481	0	0	0	0	0
Replacement of Existing Assets							
79511 Airport-Master Plan Update	0	0	0	0	0	300,000	0
Sub-Total - Existing Assets	*1,755,000*	*443,481*	*150,000*	*325,000*	*2,250,000*	*300,000*	*0*
New Assets							
T1460 Runway Land Purchase	0	15,000,000	0	0	0	0	0
T1461 Airport-EA Land Acq. 36 Acres	0	200,000	0	0	0	0	0
T1462 Airport-Capacity Study	0	50,000	0	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	350,000	0
T1470 Airport-EMAS Taxiway Pavement	0	0	0	0	70,000	700,000	0
T1471 Airport-EMAS Design/Constr	0	0	0	0	576,000	7,200,000	0
Sub-Total - New Assets	*0*	*15,250,000*	*0*	*200,000*	*896,000*	*8,250,000*	*0*
Total Project Expenses:	**$1,755,000**	**$15,693,481**	**$150,000**	**$525,000**	**$3,146,000**	**$8,550,000**	**$0**
Total FY 2012 Funding:		**$17,448,481**					

PROJECT 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$145,985	$1,654,502	$0	$0
Engineering Charges	$0	$0	$4,015	$45,498	$0	$0
Sub-Total New Funding	$0	$0	$150,000	$1,700,000	$0	$0
FY 2012 Carryover	$1,462,500	$0	$0	$0	$0	$0
TOTAL	**$1,462,500**	**$0**	**$150,000**	**$1,700,000**	**$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

PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

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 on existing asphalt.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$95,877	$0	$0	$0	$0	$0
Construction	$0	$142,450	$166,192	$522,317	$0	$0
Engineering Charges	$4,123	$6,125	$7,146	$22,460	$0	$0
Arts	$0	$1,425	$1,662	$5,223	$0	$0
TOTAL	**$100,000**	**$150,000**	**$175,000**	**$550,000**	**$0**	**$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: The FAA runway safety action group has identified the moving of the blast fences in the runway safety area (RSA) at the end of Runway 19 due to a safety hazard.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$48,149	$0	$0	$0	$0	$0
Construction	$276,650	$0	$0	$0	$0	$0
Engineering Charges	$15,915	$0	$0	$0	$0	$0
Arts	$2,767	$0	$0	$0	$0	$0
Sub-Total New Funding	$343,481	$0	$0	$0	$0	$0
FY 2012 Carryover	$292,500	$0	$0	$0	$0	$0
TOTAL	**$635,981**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 79511 - Airport-Master Plan Update (R) **Funding Source:** Grants/City Match

Project Description: The Airport Master Plan was updated in 2009 and guides the future development of the airport, identifies grant funding opportunities for capital improvements and forecasts aircraft operations. The FAA recommends updates to the master plan every 5-10 years.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$0	$0	$0	$300,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$300,000**	**$0**

Operating Description: No additional O and M is needed for this project.

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 for the safety of landing aircraft.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$15,000,000	$0	$0	$0	$0	$0
TOTAL	**$15,000,000**	**$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 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: T1461 - Airport-EA Land Acq. 36 Acres (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment (EA), survey, and appraisal are required on the acquisition of 36 acres of land to protect the runway safety area off the end of Runway 19 for landing aircraft.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$200,000	$0	$0	$0	$0	$0
TOTAL	**$200,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$50,000	$0	$0	$0	$0	$0
TOTAL	**$50,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T1463 - Airport-EA East TWY, NW Ramp (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment (EA) is required prior to the construction of an eastside taxiway (TWY) and northwest (NW) ramp for future aviation development on the eastside of the airport property.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 for this project.

Project: T1467 - Airport-EA RSA Improvements (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment (EA) is required prior to making improvements to the runway safety area (RSA). The improvements of Engineered Materials Arresting Systems at each end of the runway is for overrun of aircraft.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: T1469 - Airport-Eastside Taxiway (N) **Funding Source:** Grants/City Match

Project Description: Pending an environmental assessment design only for an 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$333,651	$0
Engineering Charges	$0	$0	$0	$0	$16,349	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$350,000**	**$0**

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

Project: T1470 - Airport-EMAS Taxiway Pavement (N) **Funding Source:** Grants/City Match

Project Description: Design and pave taxiway on Runway 01 for Engineered Materials Arresting Systems (EMAS) product for the safety of aircraft over running the runway end.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$67,114	$0	$0
Construction	$0	$0	$0	$0	$664,767	$0
Engineering Charges	$0	$0	$0	$2,886	$28,585	$0
Arts	$0	$0	$0	$0	$6,648	$0
TOTAL	**$0**	**$0**	**$0**	**$70,000**	**$700,000**	**$0**

Operating Description: No additional O and M is required for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$569,086	$0	$0
Construction	$0	$0	$0	$0	$7,043,974	$0
Engineering Charges	$0	$0	$0	$6,914	$85,586	$0
Arts	$0	$0	$0	$0	$70,440	$0
TOTAL	**$0**	**$0**	**$0**	**$576,000**	**$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 typically 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 Civic Center 10 Year Restoration project is included in FY 2012; this project will utilize $300,000 that was set-aside per City Council direction in FY 2007. A Civic Center Maintenance Reserve project has also been added to the capital plan with a budget of $50,000 annually for emergency repairs and/or replacement of Civic Center specific equipment.

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 2013.

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 recently dedicated Glendale Public Safety Memorial located in the Glendale Civic Center Plaza and the award-winning brick sculpture, "Tribute to Firefighters," at Fire Station 157, as well as other art pieces in various locations within the city.

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1840-Other Federal and State Grants — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
80012 Bike & Ped/Skunk Creek @BellRd	472,100	0	0	0	0	0	0
Sub-Total - Existing Assets	*472,100*	*0*	*0*	*0*	*0*	*0*	*0*
New Assets							
80013 CIP Grant Reserve	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:	**$811,252**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 2012 Funding:		**$2,811,252**					

PROJECT DETAIL: 1840-Other Federal and State Grants — Category: Other

Project: 80012 - Bike & Ped/Skunk Creek @BellRd (I) **Funding Source:** Grants

Project Description: This project connects the exiting sidewalk to the multiuse pathway, and provides a dry-crossing of Skunk Creek on the south side of Bell Road.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$472,100	$0	$0	$0	$0	$0
TOTAL	**$472,100**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 80013 - CIP Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1840-Other Federal and State Grants — Category: Other

Project: 80028 - 43rd Ave/Peoria Ped Rest Area (N) **Funding Source:** Grants

Project Description: Construction of a bus stop and trail/pedestrian rest area on the northwest corner of 43rd Avenue and Peoria Avenue. The plaza will be used by bus riders as well as hikers, cyclists and equestrian traffic on the historic Sun Circle Trail system accessing the Thunderbird Paseo Linear Park. The project site is 22,801 sq ft.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$339,152	$0	$0	$0	$0	$0
TOTAL	**$339,152**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Supplies/Contracts are $601 for annual supplies and a landscape contract for $2,000. Building maintenance is for six park area pole lights at $150 each for maintenance and electricity, $21 each for lamp replacement and $20 per month for electrical meter and delivery charges. Landscape is for 22,801 sq ft of in-house landscape maintenance and drip irrigation water/repairs at $0.22 per sq ft = $5,016. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$2,679	$2,759	$2,842	$2,927	$16,008
Bldg. Maint.	$0	$1,304	$1,343	$1,383	$1,425	$7,792
Landscape	$0	$5,166	$5,321	$5,481	$5,646	$30,872
TOTAL	**$0**	**$9,149**	**$9,423**	**$9,706**	**$9,998**	**$54,672**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1000-General Fund — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	396,460
Replacement of Existing Assets							
81013 Bldg. Maintenance Reserve	50,000	50,000	50,000	50,000	50,000	50,000	250,000
81055 Sales Tax System	479,498	0	0	0	0	0	0
T4735 GIS Enterprise System	0	0	0	0	0	0	415,300
Sub-Total - Existing Assets	*529,498*	*50,000*	*50,000*	*50,000*	*50,000*	*50,000*	*1,061,760*
New Assets							
81014 Property Acquisition	0	0	0	0	0	0	2,800,000
81057 Repayment to State Aviation	0	702,859	702,859	0	0	0	0
T4736 City Fiber Optic Study	0	0	0	0	0	0	419,600
Sub-Total - New Assets	*0*	*702,859*	*702,859*	*0*	*0*	*0*	*3,219,600*
Total Project Expenses:	**$529,498**	**$752,859**	**$752,859**	**$50,000**	**$50,000**	**$50,000**	**$4,281,360**
Total FY 2012 Funding:		**$1,282,357**					

PROJECT DETAIL: 1000-General Fund — Category: Other

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 23 years old and is a priority.)

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$0	$0	$0	$0	$0	$396,460
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$396,460**

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. In FY 2020, the maintenance cost would be $22,889 for Main and $29,067 for Foothills. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Bldg. Maint.	$0	$0	$0	$0	$0	$51,956
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$51,956**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 1000-General Fund — Category: Other

Project: 81013 - Bldg. Maintenance Reserve (R) **Funding Source:** General Fund

Project Description: This project is intended to support emergency replacements and repairs of building components for city owned buildings.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
Sub-Total New Funding	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
FY 2012 Carryover	$50,000	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**

Operating Description: No additional O and M is needed for this project.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
FY 2012 Carryover	$479,498	$0	$0	$0	$0	$0
TOTAL	**$479,498**	**$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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$160,000	$164,800	$169,744	$174,835	$956,072
TOTAL	**$0**	**$160,000**	**$164,800**	**$169,744**	**$174,835**	**$956,072**

Project: T4735 - GIS Enterprise System (R) **Funding Source:** General Fund

Project Description: The city's reliance on Geographic Information Systems (GIS) has grown at a faster rate than the current technology infrastructure can handle. In the last year alone, GIS data storage has tripled in size. City of Glendale GIS has evolved from a decentralized team of individuals providing maps, to the creation of an enterprise database with "location-based" information. Due to the need for expanded data storage space and faster processing speeds, existing equipment located at the Emergency Operations Center (EOC) has been used to meet increased system demands. This short term solution manages growth without putting an additional burden on the city's general fund. In FY 2013 it is expected that the equipment will not meet standard vendor and operational requirements needed to support core GIS functions within the enterprise system. Without a replacement system, city departments could experience delays in data updates and reduced workflow for field and customer service workers, leading to slower service.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
IT/Phone/Security	$0	$0	$0	$0	$0	$415,300
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$415,300**

Operating Description: Presently, the GIS System is not in the Technology Replacement Fund (TRF) as are other enterprise systems. It is imperative that contributions be made to the TRF due to the enterprise nature of the GIS system. The GIS System requires replacement every four to six years to maintain support status. O and M will also cover annual licenses. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$472,255
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$472,255**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT DETAIL: 1000-General Fund — Category: Other

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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.

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Land	$702,859	$702,859	$0	$0	$0	$0
TOTAL	**$702,859**	**$702,859**	**$0**	**$0**	**$0**	**$0**

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

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1740-Civic Center — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
Existing Assets							
Improvement of Existing Assets							
84551 Civic Center Renovation	0	0	0	0	0	0	3,895,734
Replacement of Existing Assets							
84554 Civic Ctr. Maintenance Reserve	0	50,000	50,000	50,000	50,000	50,000	250,000
T0351 Civic Center 10 Yr Restoration	0	300,000	0	0	0	0	0
Sub-Total - Existing Assets	*0*	*350,000*	*50,000*	*50,000*	*50,000*	*50,000*	*4,145,734*
Total Project Expenses:	**$0**	**$350,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$4,145,734**
Total FY 2012 Funding:		**$350,000**					

PROJECT 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. This 5,000 square foot renovation 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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Design	$0	$0	$0	$0	$0	$756,000
Construction	$0	$0	$0	$0	$0	$2,488,000
IT/Phone/Security	$0	$0	$0	$0	$0	$35,000
Engineering Charges	$0	$0	$0	$0	$0	$60,014
Arts	$0	$0	$0	$0	$0	$24,880
Equipment	$0	$0	$0	$0	$0	$130,000
Contingency	$0	$0	$0	$0	$0	$341,840
Miscellaneous/Other	$0	$0	$0	$0	$0	$60,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,895,734**

Operating Description:

Additional O and M will be needed starting in FY 2018. Staffing includes one Service Worker III position to help maintain the facility and provide additional supervision for event set-up as well as audio/visual technical expertise for the renovated space and one secretary to assist with office support needs and increased events and bookings. Supplies at $0.75 per sq ft and $3,000 for ongoing supplies/contracts, utilities at $2.80 per sq ft, electrical at $1,800 annually, building maintenance at $2.00 per sq ft, equipment maintenance at $0.40 per sq ft and building water usage at $0.143 per sq ft for 5,000 sq ft of expanded Civic Center space. The Civic Center currently has a company that maintains the landscaping in the areas addressed in this request, so no new funding is needed for landscaping or refuse. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$531,296
Supplies/Contr	$0	$0	$0	$0	$0	$33,719
Utilities	$0	$0	$0	$0	$0	$69,937
Bldg. Maint.	$0	$0	$0	$0	$0	$49,955
Equip. Maint.	$0	$0	$0	$0	$0	$9,991
Insurance	$0	$0	$0	$0	$0	$6,069
Electrical	$0	$0	$0	$0	$0	$8,992
Water	$0	$0	$0	$0	$0	$3,572
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$713,531**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 1740-Civic Center — Category: Other

Project: 84554 - Civic Ctr. Maintenance Reserve (R) **Funding Source:** General Fund

Project Description: The Civic Center's maintenance reserve is used for the facility's extensive repairs and upgrades, as well as the replacement of furniture, fixtures, and equipment. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
TOTAL	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**

Operating Description: No additional O and M is needed.

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 the past 11 years. This funding is for the replacement of crucial items such as carpet, acoustical air walls in the ballroom, banquet chairs, and audio visual systems. 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 2006.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Miscellaneous/Other	$300,000	$0	$0	$0	$0	$0
TOTAL	**$300,000**	**$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 2012-2021 Capital Improvement Plan

FUND SUMMARY: 2150-Technology Infrastructure — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
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	1,097,200	0	0	0	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	1,126,254
T7073 *City Phone System Replacement	0	0	0	0	0	0	5,500,000
Sub-Total - Existing Assets	*0*	*0*	*1,097,200*	*0*	*0*	*0*	*12,271,254*
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**	**$1,097,200**	**$0**	**$0**	**$0**	**$28,491,879**
Total FY 2012 Funding:		**$0**					

PROJECT 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 in 2000 and opened the Traffic Management Center 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 Police Department, Traffic Management Center, and the EOC.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 to cover the consulting cost of upgrading PeopleSoft's Human Capital Management module. An upgrade of the module is required since the current module will no longer be supported by the software vendor. Creating efficient and functional government requires improving the use of technology across and within departments. In order to do this, PeopleSoft modules must be kept up to date.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
IT/Phone/Security	$0	$997,200	$0	$0	$0	$0
Contingency	$0	$100,000	$0	$0	$0	$0
TOTAL	**$0**	**$1,097,200**	**$0**	**$0**	**$0**	**$0**

Operating Description: Annual maintenance for the software is already being paid for as well as the PC maintenance so there are no additional O and M for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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. The city's current system is supported by Infor which is not expected to continue support indefinitely. Funding is requested to replace or upgrade the current system with a web-based system before the current system becomes obsolete.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 Database Administrator. This FTE would provide much needed ongoing technical assistance and support to the nine departments using the system. The current system maintenance costs are $43,000 per year, with increases of approx 2% per year. The requirements for the new system are in addition to this current cost. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Staffing	$0	$0	$0	$0	$0	$99,994
Supplies/Contr	$0	$0	$0	$0	$0	$137,916
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$237,910**

Project: T7050 - Facility Audio/Visual Systems (R) **Funding Source:** General Fund

Project Description:

The replacement of citywide audio/visual (A/V) equipment that is not currently in the city's Technology Replacement Fund. Although the serviceable life for a number of the identified systems have been extended beyond their expected life cycle, all systems continue to function properly and will be monitored by staff. The systems identified for future replacement include: the Sahuaro Ranch ball complex, the Foothills ball complex, four city pools, the amphitheater outdoor lighting systems, Council Chamber lighting system, Audio/Visual equipment in the City Hall Complex, the Main Library A/V and lighting systems, the Adult Center's audio, lighting and security systems, the Foothills Library, and the security camera systems at the Foothills Skate Court and WARP X-Court.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equipment	$0	$0	$0	$0	$0	$1,820,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,820,000**

Operating Description:

Total payments for the six year period to the Technology Replacement Fund. Assumes capital cost will be equally spread over the six year period and a six-year life cycle for the equipment. $1,820,000/6 = $303,333 * 16.67% = $50,566 paid into replacement fund in year one. This doubles in year two ($101,132) triples in year three ($151,698), quadruples in year four ($202,264), quintuples in year five ($252,830), sextuples in year six ($303,396). The total for FY's 2017 though 2021 is $758,490. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$758,490
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$758,490**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

PROJECT 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. 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.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Finance Charges	$0	$0	$0	$0	$0	$27,470
Miscellaneous/Other	$0	$0	$0	$0	$0	$1,098,784
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,126,254**

Operating Description: Includes annual maintenance costs ($63,287), replacement fund costs ($76,890) and RFID tags ($23,065). A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Supplies/Contr	$0	$0	$0	$0	$0	$115,325
Equip. Maint.	$0	$0	$0	$0	$0	$316,435
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$384,450
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$816,210**

Project: T7073* - City Phone System Replacement (R) **Funding Source:** General Fund

Project Description: The current telephone switch will be out of production support in 2016, consequently service and parts will no longer be available. The current vendor Nortel was purchased by Avaya in 2010, the Nortel product the city currently owns will be discontinued in 2016. The telephone switch handles all calls coming into the city and will have a direct impact on every department. Because this is a technology project, scope and cost could change significantly as the actual replacement date approaches. Costs provided at this time are only budgetary for planning purposes.

Capital Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
IT/Phone/Security	$0	$0	$0	$0	$0	$5,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,500,000**

Operating Description: O and M is currently paid for from the Telephone Services Fund, an estimated $100,000 annually may be need for additional O and M costs starting in FY 2017. Software updates at an estimated cost of $300,000 are also included and may be needed every two to three years. A supplemental will be submitted once the telephone system has been replaced.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Equip. Maint.	$0	$0	$0	$0	$0	$1,100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,100,000**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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 2019 through FY 2021 in inflated dollars. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
Utilities	$0	$0	$0	$0	$0	$21,199
Equip. Maint.	$0	$0	$0	$0	$0	$233,189
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$254,388**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

FY 2012-2021 Capital Improvement Plan

FUND SUMMARY: 1220-Arts Commission — Category: Other

Capital Project Expenses	Carryover	FY 2012: New Funding	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FYs 17-21:
New Assets							
84650 Arts Commission	0	500,000	500,000	500,000	500,000	500,000	1,750,000
Sub-Total - New 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 2012 Funding:		**$500,000**					

PROJECT DETAIL: 1220-Arts Commission — Category: Other

Project: 84650 - Arts Commission (N) **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 2012	FY 2013	FY 2014	FY 2015	FY 2016	FYs 17-21
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.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

Schedules

2011-2012

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 2012 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	$35,481	$0	$1,174	$99,925	$0	$0	$1,057	$137,636
Fines and forfeitures	$3,771	$0	$0	$0	$0	$0	$0	$3,771
Interest Income	$857	$22	$193	$286	$42	$115	$669	$2,183
Intergovernmental	$44,913	$0	$69,827	$9,143	$0	$0	$0	$123,883
Licenses and permits	$9,339	$0	$0	$82	$0	$678	$0	$10,099
Miscellaneous	$9,473	$0	$2,863	$6,220	$53	$0	$0	$18,609
Other financing sources	$0	$0	$0	$230	$0	$13,000	$0	$13,230
Self insurance premiums	$0	$0	$0	$0	$25,363	$0	$0	$25,363
Taxes revenue	$61,447	$0	$37,684	$0	$0	$0	$18,144	$117,275
Transfer In	$19,007	$0	$1,019	$307	$0	$7,467	$32,064	$59,864
Total	$184,287	$22	$112,759	$116,194	$25,457	$21,260	$51,934	$511,913
Expenditures								
Capital Outlay	$2,132	$0	$25,778	$56,776	$0	$59,535	$0	$144,221
Community Environment	$84	$0	$12,694	$0	$0	$0	$0	$12,778
Community Housing	$0	$0	$0	$12,609	$0	$0	$0	$12,609
Community Services	$20,108	$0	$25,717	$0	$0	$22	$0	$45,847
Contingency	$335	$5,598	$14,259	$7,500	$3,000	$15,877	$0	$46,569
Debt Service	$0	$0	$0	$26,965	$0	$0	$58,144	$85,110
General Government	$27,179	$0	$0	$0	$0	$9	$0	$27,188
Internal Services	$0	$0	$0	$0	$27,593	$0	$0	$27,593
Landfill	$0	$0	$0	$7,099	$0	$0	$0	$7,099
Other	$22,296	$0	$0	$0	$0	$0	$0	$22,296
Public Safety	$76,722	$0	$34,624	$0	$0	$2	$0	$111,347
Public Works	$23,780	$0	$177	$0	$0	$5	$0	$23,962
Sanitation	$0	$0	$0	$14,581	$0	$0	$0	$14,581
Street Maintenance	$791	$0	$8,218	$0	$0	$1	$0	$9,009
Water and Sewer	$0	$0	$0	$47,790	$0	$0	$0	$47,790
Transfer Out	$40,155	$0	$17,147	$0	$0	$1,209	$1,353	$59,864
Total	$213,582	$5,598	$138,613	$173,321	$30,593	$76,659	$59,497	$697,864
Excess (Deficiency) of Revenues over Expenses	($29,295)	($5,576)	($25,854)	($57,127)	($5,136)	($55,400)	($7,563)	($185,951)
Beginning Fund Balance	$39,533	$5,576	$35,692	$83,411	$8,344	$55,400	$22,651	$250,606
Ending Fund Balance	$10,238	$0	$9,837	$26,284	$3,208	$0	$15,087	$64,655

Schedule One by FUND
FY 2012 Fund Balance Analysis
(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
General Fund Group:						
1000	General Fund	$24,819	$131,174	$0	($30,920)	($123,525)
1010	National Events	$335	$0	$0	$0	$0
1040	General Services	$0	$8,934	$0	$0	($8,934)
1100	Telephone Services	$147	$904	$0	$0	($979)
1120	Vehicle Replacement	$6,356	$1,938	$0	$0	($3,030)
1140	Technology Replacement	$4,190	$1,755	$0	$0	($3,512)
1190	Employee Groups	$131	$60	$0	$0	($84)
1220	Arts Commission	$1,386	$97	$0	$0	($128)
1240	Court Fund	$344	$351	$0	$0	($584)
1260	Library	$234	$157	$0	$0	($247)
1280	Youth Sports Complex	$0	$30	$292	$0	($322)
1281	Stadium Event Operations	$0	$905	$2,062	$0	($2,967)
1282	Arena Event Operations	$0	$5,278	$15,926	$0	($21,204)
1283	CamelbackRanch EventOps	$0	$29	$0	$0	($29)
1740	Civic Center	$300	$410	$407	$0	($767)
1770	Zanjero Special Revenue	$0	$1,283	$0	($1,283)	$0
1780	Arena Special Revenue	$0	$8,502	$0	($7,952)	($550)
1790	Stadium City Sales Tax - AZSTA	$488	$1,746	$0	$0	($1,746)
1870	Marketing Self-Sustaining	$614	$237	$320	$0	($753)
2530	Public Safety Training Center	$161	$1,421	$0	$0	($1,545)
2538	Glendale Health Center	$28	$69	$0	$0	($54)
	Sub-Total General Fund Group:	$39,533	$165,280	$19,007	($40,155)	($170,960)
Special Revenue Fund Group:						
1300	HOME Grant	$250	$1,538	$0	$0	($1,788)
1310	Neighborhood Stabilization Pgm	$1,218	$900	$0	$0	($2,118)
1311	N'hood Stabilization Pgm III	$0	$3,368	$0	$0	($3,368)
1320	Community Dvpmt Block Grant	$7	$3,726	$0	$0	($3,719)
1340	HURF/Streets Fund	$12,741	$11,416	$0	($1,353)	($8,218)
1640	Local Transp. Assistance	$0	$0	$0	$0	$0
1650	Transportation Grants	$0	$6,465	$0	$0	($769)
1660	Transportation Sales Tax	$10,929	$20,043	$900	($15,794)	($11,841)
1700	Police Sales Tax	$4,315	$12,262	$0	$0	($14,174)
1720	Fire Sales Tax	$770	$6,122	$0	$0	($6,396)
1760	Airport Operating	$0	$466	$61	$0	($527)
1820	CAP Grant	$121	$1,543	$58	$0	($1,603)
1830	Emergency Shelter Grants	$0	$98	$0	$0	($98)
1840	Other Federal and State Grants	$187	$21,750	$0	$0	($18,995)
1842	ARRA Stimulus Grants	$0	$2,672	$0	$0	($2,672)
1860	RICO	$4,774	$844	$0	$0	($3,895)
1880	Parks & Rec Self-Sustaining	$38	$1,078	$0	$0	($1,073)
1885	Parks & Rec Designated	$342	$1	$0	$0	($177)
2120	Airport Capital Grants	$0	$17,448	$0	$0	$0
	Sub-Total Special Rev Fund Group:	$35,692	$111,740	$1,019	($17,147)	($81,430)

Schedule One by FUND
FY 2012 Fund Balance Analysis
(All Dollars in Thousands)

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
General Fund Group:, continued						
1000	General Fund	($1,282)	$0	$0	($124,808)	$265
1010	National Events	$0	$0	($335)	($335)	$0
1040	General Services	$0	$0	$0	($8,934)	$0
1100	Telephone Services	$0	$0	$0	($979)	$72
1120	Vehicle Replacement	$0	$0	$0	($3,030)	$5,264
1140	Technology Replacement	$0	$0	$0	($3,512)	$2,432
1190	Employee Groups	$0	$0	$0	($84)	$107
1220	Arts Commission	($500)	$0	$0	($628)	$856
1240	Court Fund	$0	$0	$0	($584)	$111
1260	Library	$0	$0	$0	($247)	$144
1280	Youth Sports Complex	$0	$0	$0	($322)	$0
1281	Stadium Event Operations	$0	$0	$0	($2,967)	$0
1282	Arena Event Operations	$0	$0	$0	($21,204)	$0
1283	CamelbackRanch EventOps	$0	$0	$0	($29)	$0
1740	Civic Center	($350)	$0	$0	($1,117)	$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	($1,746)	$488
1870	Marketing Self-Sustaining	$0	$0	$0	($753)	$418
2530	Public Safety Training Center	$0	$0	$0	($1,545)	$37
2538	Glendale Health Center	$0	$0	$0	($54)	$44
	Sub-Total General Fund Group:	($2,132)	$0	($335)	($173,427)	$10,238
Special Revenue Fund Group:, continued						
1300	HOME Grant	$0	$0	$0	($1,788)	$0
1310	Neighborhood Stabilization Pgm	$0	$0	$0	($2,118)	$0
1311	N'hood Stabilization Pgm III	$0	$0	$0	($3,368)	$0
1320	Community Dvpmt Block Grant	$0	$0	$0	($3,719)	$13
1340	HURF/Streets Fund	$0	$0	($14,259)	($22,477)	$327
1640	Local Transp. Assistance	$0	$0	$0	$0	$0
1650	Transportation Grants	($5,518)	$0	$0	($6,287)	$178
1660	Transportation Sales Tax	$0	$0	$0	($11,841)	$4,238
1700	Police Sales Tax	$0	$0	$0	($14,174)	$2,403
1720	Fire Sales Tax	$0	$0	$0	($6,396)	$496
1760	Airport Operating	$0	$0	$0	($527)	$0
1820	CAP Grant	$0	$0	$0	($1,603)	$119
1830	Emergency Shelter Grants	$0	$0	$0	($98)	$0
1840	Other Federal and State Grants	($2,811)	$0	$0	($21,806)	$131
1842	ARRA Stimulus Grants	$0	$0	$0	($2,672)	$0
1860	RICO	$0	$0	$0	($3,895)	$1,723
1880	Parks & Rec Self-Sustaining	$0	$0	$0	($1,073)	$43
1885	Parks & Rec Designated	$0	$0	$0	($177)	$167
2120	Airport Capital Grants	($17,448)	$0	$0	($17,448)	$0
	Sub-Total Special Rev Fund Group:	($25,778)	$0	($14,259)	($121,466)	$9,837

Schedule One by FUND
FY 2012 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	$21,116	$18,813	$209	($1,353)	$0
1920	HURF Debt Service	$0	$0	$4,706	$0	$0
1930	P.F.C. Debt Service	$0	$0	$380	$0	$0
1940	M.P.C. Debt Service	$1,534	$1,057	$19,442	$0	$0
1970	Transportation Bond Debt	$0	$0	$7,327	$0	$0
	Sub-Total Debt Svc Fund Group:	$22,651	$19,870	$32,064	($1,353)	$0
Capital Fund Group:						
1380	DIF- Library Buildings	$1,731	$8	$0	$0	$0
1400	DIF- Library Books	$0	$0	$0	$0	$0
1420	DIF- Fire Protection Facilities	$0	$21	$0	$0	$0
1440	DIF- Police Dept Facilities	$1,107	$52	$0	$0	$0
1460	DIF- Citywide Parks	$194	$36	$0	$0	$0
1480	DIF- Citywide Rec Facility	$1,354	$44	$0	($209)	$0
1500	DIF- Libraries	$3,221	$69	$0	$0	$0
1520	DIF- Citywide Open Space	$420	$86	$0	$0	$0
1540	DIF- Park Dev Zone 1	$108	$20	$0	$0	$0
1560	DIF- Park Dev Zone 2	$173	$10	$0	$0	$0
1580	DIF- Park Dev Zone 3	$38	$2	$0	$0	$0
1600	DIF- Roadway Improvements	$2,575	$284	$0	($1,000)	$0
1620	DIF-General Government	$94	$94	$0	$0	$0
1980	Street/Parking Bonds	$4,288	$2	$0	$0	($6)
2000	HURF/Street Bonds	$304	$1	$0	$0	($1)
2040	Public Safety Construction	$4,683	$6	$0	$0	($2)
2060	Parks Construction	$348	$2	$0	$0	($7)
2080	Gov't Facilities Construction	$1,132	$1	$0	$0	($2)
2100	Economic Dev. Construction	$1,804	$5	$0	$0	($2)
2130	Cultural Facility Construction	$356	$0	$0	$0	$0
2140	Open Space/Trails Construction	$556	$0	$0	$0	$0
2160	Library Construction	$0	$0	$0	$0	$0
2180	Flood Control Construction	$11,877	$33	$0	$0	($5)
2210	Transportation Construction	$19,036	$13,015	$7,467	$0	($14)
	Sub-Total Capital Fund Group:	$55,400	$13,793	$7,467	($1,209)	($39)
Trust Fund Group:						
2280	Cemetery Perpetual Care	$5,576	$22	$0	$0	$0
Enterprise Fund Group:						
2360+	Water and Sewer	$56,464	$79,323	$0	$0	($47,790)
2440	Landfill	$20,249	$8,253	$0	$0	($7,099)
2480	Sanitation	$5,869	$15,068	$0	$0	($14,581)
2500	Community Housing Services	$828	$13,243	$307	$0	($12,609)
	Sub-Total Enterprise Fund Group:	$83,411	$115,887	$307	$0	($82,079)
Internal Service Fund Group:						
2540	Risk Management Self Ins.	$4,477	$2,543	$0	$0	($3,068)
2560	Worker's Comp Self Ins.	$1,284	$1,018	$0	$0	($1,407)
2580	Benefits Trust	$2,584	$21,896	$0	$0	($23,118)
	Sub-Total Internal Svc Fund Group:	$8,344	$25,457	$0	$0	($27,593)
TOTAL		**$250,606**	**$452,049**	**$59,864**	**($59,864)**	**($362,100)**

Schedule One by FUND
FY 2012 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	($24,284)	$0	($24,284)	$14,501
1920	HURF Debt Service	$0	($4,706)	$0	($4,706)	$0
1930	P.F.C. Debt Service	$0	($380)	$0	($380)	$0
1940	M.P.C. Debt Service	$0	($21,447)	$0	($21,447)	$586
1970	Transportation Bond Debt	$0	($7,327)	$0	($7,327)	$0
	Sub-Total Debt Svc Fund Group:	$0	($58,144)	$0	($58,144)	$15,087
Capital Fund Group:, continued						
1380	DIF- Library Buildings	$0	$0	($1,739)	($1,739)	$0
1400	DIF- Library Books	$0	$0	$0	$0	$0
1420	DIF- Fire Protection Facilities	$0	$0	($21)	($21)	$0
1440	DIF- Police Dept Facilities	$0	$0	($1,159)	($1,159)	$0
1460	DIF- Citywide Parks	$0	$0	($230)	($230)	$0
1480	DIF- Citywide Rec Facility	$0	$0	($1,189)	($1,189)	$0
1500	DIF- Libraries	($273)	$0	($3,017)	($3,290)	$0
1520	DIF- Citywide Open Space	($215)	$0	($291)	($506)	$0
1540	DIF- Park Dev Zone 1	($40)	$0	($89)	($129)	$0
1560	DIF- Park Dev Zone 2	($139)	$0	($44)	($183)	$0
1580	DIF- Park Dev Zone 3	($32)	$0	($8)	($40)	$0
1600	DIF- Roadway Improvements	($132)	$0	($1,728)	($1,860)	$0
1620	DIF-General Government	$0	$0	($188)	($188)	$0
1980	Street/Parking Bonds	($3,090)	$0	($1,194)	($4,290)	$0
2000	HURF/Street Bonds	($197)	$0	($107)	($305)	$0
2040	Public Safety Construction	($2,415)	$0	($2,272)	($4,689)	$0
2060	Parks Construction	($166)	$0	($176)	($350)	$0
2080	Gov't Facilities Construction	($1,131)	$0	$0	($1,133)	$0
2100	Economic Dev. Construction	($1,746)	$0	($62)	($1,810)	$0
2130	Cultural Facility Construction	($105)	$0	($251)	($356)	$0
2140	Open Space/Trails Construction	$0	$0	($556)	($556)	$0
2160	Library Construction	$0	$0	$0	$0	$0
2180	Flood Control Construction	($10,349)	$0	($1,555)	($11,910)	$0
2210	Transportation Construction	($39,504)	$0	$0	($39,518)	$0
	Sub-Total Capital Fund Group:	($59,535)	$0	($15,877)	($75,450)	$0
Trust Fund Group:, continued						
2280	Cemetery Perpetual Care	$0	$0	($5,598)	($5,598)	$0
Enterprise Fund Group:, continued						
2360+	Water and Sewer	($53,182)	($26,965)	($5,000)	($132,937)	$2,850
2440	Landfill	($1,731)	$0	($2,000)	($10,830)	$17,672
2480	Sanitation	($1,864)	$0	($500)	($16,944)	$3,993
2500	Community Housing Services	$0	$0	$0	($12,609)	$1,769
	Sub-Total Enterprise Fund Group:	($56,776)	($26,965)	($7,500)	($173,321)	$26,284
Internal Service Fund Group:, continued						
2540	Risk Management Self Ins.	$0	$0	($3,000)	($6,068)	$952
2560	Worker's Comp Self Ins.	$0	$0	$0	($1,407)	$894
2580	Benefits Trust	$0	$0	$0	($23,118)	$1,362
	Sub-Total Internal Svc Fund Group:	$0	$0	($3,000)	($30,593)	$3,208
TOTAL		**($144,221)**	**($85,110)**	**($46,569)**	**($638,000)**	**$64,655**

Schedule Two by CATEGORY
Summary of Revenues
(Includes All Funds)

Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
City Sales Tax	$96,665,004	$92,717,126	$91,910,098	$96,156,234
Grants	$18,516,108	$22,650,788	$34,370,717	$65,324,215
Water Revenues	$37,846,238	$42,393,912	$46,983,270	$46,740,078
Sewer Revenue	$26,384,046	$28,662,682	$31,038,331	$31,006,477
Property Tax	$32,892,547	$33,311,218	$27,746,286	$20,937,987
Internal Charges	$21,997,477	$17,972,244	$20,254,261	$19,389,893
State Income Tax	$36,266,804	$31,292,382	$23,650,000	$19,336,210
Miscellaneous	$11,695,296	$22,050,448	$22,275,085	$18,812,143
State Shared Sales Tax	$19,320,873	$17,786,351	$17,695,800	$17,352,894
City Contributions	$11,431,341	$14,273,336	$14,102,505	$14,166,532
Bond Proceeds		$41,659,534	$25,000,000	$13,000,000
Highway User Revenues	$14,538,909	$13,774,184	$13,600,000	$11,415,534
Residential Sanitiation	$10,254,367	$10,299,381	$10,512,000	$10,512,000
Staff & Adm Chargebacks	$8,547,115	$8,404,382	$8,404,357	$9,422,382
Motor Vehicle In-Lieu	$8,807,506	$8,129,455	$8,500,000	$7,645,685
Arena Fees	$635,464	$5,414,384	$2,449,894	$6,381,072
Employee Contributions	$5,245,169	$5,102,408	$4,366,620	$4,291,971
Court Revenue	$3,639,953	$3,819,749	$3,672,850	$3,672,758
Commercial Sanitation Frontload	$3,684,277	$3,561,214	$3,500,000	$3,500,000
Retiree Contributions	$2,928,023	$3,269,747	$3,411,159	$3,419,695
Tipping Fees	$3,316,166	$2,758,555	$3,034,610	$3,034,610
Gas/Electric Franchise Fees	$2,747,641	$2,717,704	$2,500,000	$2,920,000
Recreation Revenue	$2,623,762	$2,508,271	$2,202,025	$2,318,575
Interest	$7,728,635	$2,812,315	$2,230,709	$2,163,120
Fire Department Other Fees	$1,763,721	$1,998,343	$2,243,719	$1,974,100
Facility Rental Income	$989,507	$2,373,639	$1,841,447	$1,868,450
Recycling Sales	$1,593,052	$1,915,090	$1,900,000	$1,820,000
Cable Franchise Fees	$1,580,942	$1,468,703	$1,675,000	$1,775,000
Partner Revenue	$1,929,564	$1,872,109	$1,419,989	$1,419,989
Building Permits	$1,232,972	$990,838	$1,050,000	$1,050,000
Security Revenue	$998,811	$939,371	$1,103,339	$957,806
State Forfeitures	$1,883,634	$3,618,044	$750,000	$750,000
Plan Check Fees	$888,174	$598,611	$735,000	$735,000
Development Impact Fees	$1,497,100	$1,093,288	$701,794	$677,698

Schedule Two by CATEGORY
Summary of Revenues
(Includes All Funds)

Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
Right-of-Way Permits	$335,702	$594,175	$584,487	$622,000
Commercial Sanitation Rolloff	$658,226	$667,608	$600,000	$600,000
Sales Tax Licenses	$570,599	$585,970	$614,911	$590,000
City Property Rental	$724,194	$544,001	$485,459	$521,933
Water Development Impact Fees	$1,233,930	$708,368	$500,000	$500,000
Airport Fees	$525,128	$505,416	$465,486	$465,486
Library Fines/Fees	$584,439	$488,922	$342,700	$342,700
Fire Dept CD Fees	$317,330	$360,079	$360,361	$306,824
Loan Proceeds		$3,481,777	$250,000	$250,000
Lease Proceeds	$12,006	$1,526,154	$210,200	$210,200
Sewer Development Impact Fees	$398,283	$231,582	$200,000	$200,000
Liquor Licenses	$190,514	$169,396	$200,000	$200,000
Planning/Zoning	$337,058	$186,604	$142,800	$182,400
SRP In-Lieu	$172,420	$199,892	$181,236	$181,236
Cemetery Revenue	$272,909	$163,309	$135,000	$140,000
Business Licenses	$92,284	$78,828	$83,880	$140,000
Transit Revenue	$130,635	$129,626	$131,669	$128,000
Bus./Prof. Licenses	$116,726	$108,740	$120,113	$110,000
Miscellaneous CD Fees	$138,360	$123,659	$65,000	$85,000
Engineering Plan Check Revenue	$285,371	$122,222	$82,035	$82,000
Health Care Revenue	$2,100	$56,328	$62,825	$69,388
Miscellaneous Bin Service	$79,652	$105,066	$40,000	$40,000
Camelback Ranch Rev - Fire		$28,674	$27,000	$28,852
Outside City Commercial	$184,955	$17,423	$28,000	$28,000
Development Impact Fees	$18,348	$18,866	$27,000	$27,000
Equipment Rental	$23,814	$24,061	$22,000	$26,400
Traffic Engineering Plan Check	$60,812	$29,247	$15,000	$20,000
Sanitation Development Impact Fe	$3,276	$3,864	$3,700	$3,700
LTAF - Lottery	$1,040,568	$599,909		
Federal Forfeitures	$94,362	$28,187		
Grand Total :	**$410,674,199**	**$466,097,759**	**$442,811,727**	**$452,049,227**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
GENERAL FUND GROUP					
1000 - General					
	City Sales Tax	$51,613,389	$50,540,466	$50,500,000	$53,365,000
	State Income Tax	$36,266,804	$31,292,382	$23,650,000	$19,336,210
	State Shared Sales Tax	$19,320,873	$17,786,351	$17,695,800	$17,352,894
	Staff & Adm Chargebacks	$8,007,000	$7,862,000	$7,862,000	$8,862,000
	Motor Vehicle In-Lieu	$8,807,506	$8,129,455	$8,500,000	$7,645,685
	Miscellaneous	$2,037,178	$2,388,329	$14,723,951	$4,234,550
	Court Revenue	$3,324,696	$3,477,494	$3,356,508	$3,356,508
	Property Tax	$3,985,091	$4,170,237	$3,724,139	$2,943,561
	Gas/Electric Franchise Fees	$2,747,641	$2,717,704	$2,500,000	$2,920,000
	Fire Department Other Fees	$1,763,721	$1,998,343	$2,243,719	$1,974,100
	Cable Franchise Fees	$1,580,942	$1,468,703	$1,675,000	$1,775,000
	Recreation Revenue	$1,501,576	$1,404,981	$1,271,800	$1,317,600
	Building Permits	$1,232,972	$990,838	$1,050,000	$1,050,000
	Interest	$1,384,130	$1,224,698	$750,000	$812,926
	Plan Check Fees	$888,174	$598,611	$735,000	$735,000
	Right-of-Way Permits	$335,702	$593,237	$584,487	$622,000
	Sales Tax Licenses	$570,599	$585,970	$614,911	$590,000
	City Property Rental	$630,456	$460,459	$425,219	$461,693
	Fire Dept CD Fees	$317,330	$360,079	$360,361	$306,824
	Lease Proceeds		$325,335	$210,200	$210,200
	Liquor Licenses	$190,514	$169,396	$200,000	$200,000
	Library Fines/Fees	$317,100	$251,980	$187,000	$187,000
	Planning/Zoning	$337,058	$186,604	$142,800	$182,400
	Cemetery Revenue	$272,909	$163,309	$135,000	$140,000
	Business Licenses	$92,284	$78,828	$83,880	$140,000
	Facility Rental Income	$711,878	$107,281	$117,216	$124,792
	Bus./Prof. Licenses	$116,726	$108,740	$120,113	$110,000
	Miscellaneous CD Fees	$138,360	$123,659	$65,000	$85,000
	Engineering Plan Check Revenue	$285,371	$122,222	$82,035	$82,000
	SRP In-Lieu	$26,288	$28,221	$31,236	$31,236
	Traffic Engineering Plan Check	$60,812	$29,247	$15,000	$20,000
	Equipment Rental		$25		
Fund Total - General:		**$148,865,080**	**$139,745,184**	**$143,612,375**	**$131,174,179**
1040 - General Services					
	Internal Charges	$9,625,691	$7,922,392	$9,086,586	$8,934,049
Fund Total - General Services:		**$9,625,691**	**$7,922,392**	**$9,086,586**	**$8,934,049**

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
1100 - Telephone Services				
Internal Charges	$1,108,794	$1,007,113	$990,447	$904,272
Fund Total - Telephone Services:	**$1,108,794**	**$1,007,113**	**$990,447**	**$904,272**
1120 - Vehicle Replacement				
Internal Charges	$2,789,875	$2,116,483	$1,996,860	$1,666,562
Miscellaneous	$290,088	$389,277	$250,000	$250,000
Interest	$127,327	$39,563	$19,960	$21,416
Fund Total - Vehicle Replacement:	**$3,207,290**	**$2,545,323**	**$2,266,820**	**$1,937,978**
1140 - PC Replacement				
Internal Charges	$2,150,917	$1,978,370	$2,014,016	$1,718,550
Miscellaneous	$13,339	$46,484	$20,000	$20,000
Interest	$86,015	$25,248	$14,869	$15,954
Fund Total - PC Replacement:	**$2,250,271**	**$2,050,102**	**$2,048,885**	**$1,754,504**
1190 - Employee Groups				
Miscellaneous	$84,614	$75,054	$60,000	$60,000
Fund Total - Employee Groups:	**$84,614**	**$75,054**	**$60,000**	**$60,000**
1220 - Arts Commission Fund				
Miscellaneous	$620,853	$214,157	$71,932	$91,187
Interest	$71,691	$17,881	$5,671	$6,084
Fund Total - Arts Commission Fund:	**$692,544**	**$232,038**	**$77,603**	**$97,271**
1240 - Court Security/Bonds				
Court Revenue	$282,707	$340,016	$316,250	$316,250
Miscellaneous	$41,993	$37,463	$35,050	$35,050
Interest	$7,124	$2,256	$115	$123
Fund Total - Court Security/Bonds:	**$331,824**	**$379,735**	**$351,415**	**$351,423**
1260 - Library				
Library Fines/Fees	$267,339	$236,942	$155,700	$155,700
Miscellaneous	$39	$6,477	$1,219	$1,200
Fund Total - Library:	**$267,378**	**$243,419**	**$156,919**	**$156,900**
1280 - Youth Sports Complex				
Recreation Revenue	$34,963	$36,164	$30,000	$30,000
Fund Total - Youth Sports Complex:	**$34,963**	**$36,164**	**$30,000**	**$30,000**
1281 - Stadium Event Operations				
Security Revenue	$963,829	$882,406	$1,054,807	$905,056
Miscellaneous		$375		
Fund Total - Stadium Event Operatio	**$963,829**	**$882,781**	**$1,054,807**	**$905,056**

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
1282 - Arena Event Operations				
Miscellaneous				$5,000,000
Arena Fees	$14,305	$959,910	$273,648	$277,866
Fund Total - Arena Event Operations:	**$14,305**	**$959,910**	**$273,648**	**$5,277,866**
1283 - CamelbackRanch EventOperations				
Camelback Ranch Rev - Fire		$28,674	$27,000	$28,852
Fund Total - CamelbackRanch Event		**$28,674**	**$27,000**	**$28,852**
1740 - Civic Center				
Facility Rental Income	$277,629	$234,000	$275,108	$290,000
Miscellaneous	$123,544	$106,541	$53,800	$92,650
Equipment Rental	$23,814	$24,036	$22,000	$26,400
Recreation Revenue		$689	$3,500	$1,250
Fund Total - Civic Center:	**$424,987**	**$365,266**	**$354,408**	**$410,300**
1770 - Zanjero Special Revenue				
City Sales Tax	$1,197,609	$1,213,365	$1,249,016	$1,282,739
Fund Total - Zanjero Special Revenue	**$1,197,609**	**$1,213,365**	**$1,249,016**	**$1,282,739**
1780 - Arena Special Revenue				
Arena Fees	$621,159	$4,454,474	$2,176,246	$6,103,206
City Sales Tax	$2,627,860	$2,053,856	$2,023,889	$2,078,535
Facility Rental Income		$320,545	$320,545	$320,545
Miscellaneous	$610,389	$2,845		
Fund Total - Arena Special Revenue:	**$3,859,408**	**$6,831,720**	**$4,520,680**	**$8,502,286**
1790 - Stadium City Sales Tax - AZSTA				
City Sales Tax	$1,485,806	$1,520,432	$1,700,000	$1,745,900
Fund Total - Stadium City Sales Tax -	**$1,485,806**	**$1,520,432**	**$1,700,000**	**$1,745,900**
1870 - Marketing Self Sust				
Miscellaneous	$379,251	$409,328	$269,000	$236,500
Fund Total - Marketing Self Sust:	**$379,251**	**$409,328**	**$269,000**	**$236,500**
2530 - Training Facility Revenue Fund				
Partner Revenue	$1,579,413	$1,609,495	$1,419,989	$1,419,989
Miscellaneous		$6,657	$847	$847
Recreation Revenue	$12,226			
Fund Total - Training Facility Revenu	**$1,591,639**	**$1,616,152**	**$1,420,836**	**$1,420,836**
2538 - Glendale Health Center				
Health Care Revenue	$2,100	$56,328	$62,825	$69,388
Fund Total - Glendale Health Center:	**$2,100**	**$56,328**	**$62,825**	**$69,388**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
TOTAL-GENERAL FUND GROUP		**$176,387,383**	**$168,120,480**	**$169,613,270**	**$165,280,299**
SPECIAL REVENUE FUND GROUP					
1300 - Home Grant					
	Grants	$409,864	$1,111,412	$740,375	$1,537,838
	Fund Total - Home Grant:	**$409,864**	**$1,111,412**	**$740,375**	**$1,537,838**
1310 - Neighborhood Stabilization Pgm					
	Grants	$8,588	$2,237,448	$3,140,344	$613,553
	Miscellaneous			$143,405	$286,810
	Fund Total - Neighborhood Stabilizati	**$8,588**	**$2,237,448**	**$3,283,749**	**$900,363**
1311 - N'hood Stabilization Pgm III					
	Grants				$3,368,377
	Fund Total - N'hood Stabilization Pg				**$3,368,377**
1320 - C.D.B.G.					
	Grants	$2,303,992	$2,224,039	$1,803,154	$3,711,668
	Miscellaneous		$30,617	$13,834	$13,834
	Fund Total - C.D.B.G.:	**$2,303,992**	**$2,254,656**	**$1,816,988**	**$3,725,502**
1340 - Highway User Gas Tax					
	Highway User Revenues	$14,538,909	$13,774,184	$13,600,000	$11,415,534
	Miscellaneous	$79,052	$1,643		
	Fund Total - Highway User Gas Tax:	**$14,617,961**	**$13,775,827**	**$13,600,000**	**$11,415,534**
1640 - Local Transp. Assistance					
	LTAF - Lottery	$1,040,568	$599,909		
	Fund Total - Local Transp. Assistance	**$1,040,568**	**$599,909**		
1650 - Transportation Grants					
	Grants	$974,638	$1,200,877	$1,647,698	$4,464,547
	Miscellaneous				$2,000,000
	Fund Total - Transportation Grants:	**$974,638**	**$1,200,877**	**$1,647,698**	**$6,464,547**
1660 - Transportation Sales Tax					
	City Sales Tax	$20,874,856	$19,488,267	$18,536,453	$19,300,000
	Grants	$566,106	$708,238	$454,465	$516,432
	Transit Revenue	$130,635	$129,626	$131,669	$128,000
	Interest	$594,420	$167,644	$91,466	$98,137
	Court Revenue	$32,550	$2,239	$92	
	Miscellaneous	$1,012,006	$482,170	$5	
	Fund Total - Transportation Sales Ta	**$23,210,573**	**$20,978,184**	**$19,214,150**	**$20,042,569**

Schedule Two by FUND
Summary of Revenues

Fund Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
1700 - Police Special Revenue				
City Sales Tax	$12,582,277	$11,939,794	$11,939,794	$12,262,168
Fund Total - Police Special Revenue:	**$12,582,277**	**$11,939,794**	**$11,939,794**	**$12,262,168**
1720 - Fire Special Revenue				
City Sales Tax	$6,283,207	$5,960,946	$5,960,946	$6,121,892
Fund Total - Fire Special Revenue:	**$6,283,207**	**$5,960,946**	**$5,960,946**	**$6,121,892**
1760 - Airport Special Revenue				
Airport Fees	$525,128	$505,416	$465,486	$465,486
Miscellaneous	$1,044	$8,310	$1,005	$1,005
Lease Proceeds	$12,006	$11,454		
Fund Total - Airport Special Revenue:	**$538,178**	**$525,180**	**$466,491**	**$466,491**
1820 - CAP Grant				
Miscellaneous	$242,047	$334,295	$1,825,000	$1,542,675
Fund Total - CAP Grant:	**$242,047**	**$334,295**	**$1,825,000**	**$1,542,675**
1830 - Emergency Shelter Grants				
Grants	$74,569	$65,203	$98,278	$98,278
Fund Total - Emergency Shelter Gran	**$74,569**	**$65,203**	**$98,278**	**$98,278**
1840 - Grants				
Grants	$4,304,876	$3,894,170	$15,865,252	$21,750,000
Fund Total - Grants:	**$4,304,876**	**$3,894,170**	**$15,865,252**	**$21,750,000**
1842 - ARRA Stimulus Grants				
Grants		$1,174,353	$1,612,989	$2,671,757
Miscellaneous		$96,972		
Fund Total - ARRA Stimulus Grants:		**$1,271,325**	**$1,612,989**	**$2,671,757**
1860 - RICO Funds				
State Forfeitures	$1,883,634	$3,618,044	$750,000	$750,000
Interest	$86,668	$122,301	$87,670	$94,067
Federal Forfeitures	$94,362	$28,187		
Miscellaneous		$30		
Fund Total - RICO Funds:	**$2,064,664**	**$3,768,562**	**$837,670**	**$844,067**
1880 - Parks & Recreation Self Sust				
Recreation Revenue	$1,026,422	$1,065,987	$896,125	$969,125
Facility Rental Income		$96,160	$71,900	$76,435
Miscellaneous	$469	$25,946	$12,300	$32,800
Fund Total - Parks & Recreation Self	**$1,026,891**	**$1,188,093**	**$980,325**	**$1,078,360**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
1885 - Parks & Recreation Designated					
	Recreation Revenue	$48,575	$450	$600	$600
	Interest	$4,056	$1,052	$547	$587
Fund Total - Parks & Recreation Desi		**$52,631**	**$1,502**	**$1,147**	**$1,187**
2120 - Airport Capital Grants					
	Grants	$448,009	$355,511		$17,448,481
	Interest		$2	$1	$0
Fund Total - Airport Capital Grants:		**$448,009**	**$355,513**	**$1**	**$17,448,481**
TOTAL-SPECIAL REVENUE FUND GROUP		**$70,183,533**	**$71,462,896**	**$79,890,853**	**$111,740,086**
DEBT SERVICE FUND GROUP					
1900 - G.O. Bond Debt Service					
	Property Tax	$28,907,456	$29,140,981	$24,022,147	$17,994,426
	Interest		$354,536	$675,310	$668,632
	SRP In-Lieu	$146,132	$171,671	$150,000	$150,000
Fund Total - G.O. Bond Debt Service:		**$29,053,588**	**$29,667,188**	**$24,847,457**	**$18,813,058**
1940 - M.P.C. Debt Service					
	Facility Rental Income		$1,609,762	$1,056,678	$1,056,678
	Miscellaneous		$88,570		
	Interest	$16,453	$1		
Fund Total - M.P.C. Debt Service:		**$16,453**	**$1,698,333**	**$1,056,678**	**$1,056,678**
TOTAL-DEBT SERVICE FUND GROUP		**$29,070,041**	**$31,365,521**	**$25,904,135**	**$19,869,736**
CAPITAL FUND GROUP					
1270 - G.F. Revenue Oblgs					
	Interest	$24,773	$187		
Fund Total - G.F. Revenue Oblgs:		**$24,773**	**$187**		
1380 - DIF-Library Blds					
	Interest	$49,672	$11,170	$7,176	$8,056
Fund Total - DIF-Library Blds:		**$49,672**	**$11,170**	**$7,176**	**$8,056**
1400 - DIF-Library Book					
	Development Impact Fees	$42,840			
	Interest	$2,669			
Fund Total - DIF-Library Book:		**$45,509**			

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
1420 - DIF-Fire Protection Facilities					
	Development Impact Fees	$110,072	$100,735	$45,005	$20,909
	Interest	$25,567	$2,981	$485	$0
Fund Total - DIF-Fire Protection Faci		**$135,639**	**$103,716**	**$45,490**	**$20,909**
1440 - DIF-Police Facilities					
	Development Impact Fees	$128,273	$92,096	$46,534	$46,534
	Interest	$42,289	$10,332	$5,405	$5,708
Fund Total - DIF-Police Facilities:		**$170,562**	**$102,428**	**$51,939**	**$52,242**
1460 - DIF-Citywide Parks					
	Development Impact Fees	$41,898	$25,590	$34,762	$34,762
	Interest	$2,429	$912	$689	$932
Fund Total - DIF-Citywide Parks:		**$44,327**	**$26,502**	**$35,451**	**$35,694**
1480 - DIF-Citywide Recreation Fac					
	Development Impact Fees	$44,970	$27,642	$37,310	$37,310
	Interest	$30,489	$9,186	$6,036	$6,613
Fund Total - DIF-Citywide Recreation		**$75,459**	**$36,828**	**$43,346**	**$43,923**
1500 - DIF-Libraries					
	Development Impact Fees	$23,634	$40,690	$55,146	$55,146
	Interest	$72,414	$21,623	$13,385	$14,230
Fund Total - DIF-Libraries:		**$96,048**	**$62,313**	**$68,531**	**$69,376**
1520 - DIF-Citywide Open Spaces					
	Development Impact Fees	$102,267	$63,334	$84,903	$84,903
	Interest	$4,712	$1,879	$1,455	$1,547
Fund Total - DIF-Citywide Open Spac		**$106,979**	**$65,213**	**$86,358**	**$86,450**
1540 - DIF-Parks Dev Zone 1					
	Development Impact Fees	$3,123	$9,022	$19,779	$19,779
	Interest	$3,122	$528	$386	$436
Fund Total - DIF-Parks Dev Zone 1:		**$6,245**	**$9,550**	**$20,165**	**$20,215**
1560 - DIF-Parks Dev Zone 2					
	Development Impact Fees	$2,776	$9,726	$9,485	$9,485
	Interest	$4,003	$1,003	$684	$496
Fund Total - DIF-Parks Dev Zone 2:		**$6,779**	**$10,729**	**$10,169**	**$9,981**
1580 - DIF-Parks Dev Zone 3					
	Development Impact Fees	$32,204	$4,858	$1,851	$1,851
	Interest	$633	$319	$216	$131
Fund Total - DIF-Parks Dev Zone 3:		**$32,837**	**$5,177**	**$2,067**	**$1,982**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
1600 - DIF-Roadway Improvements					
	Development Impact Fees	$725,298	$494,038	$272,699	$272,699
	Interest	$121,621	$28,991	$14,653	$11,641
Fund Total - DIF-Roadway Improvem		**$846,919**	**$523,029**	**$287,352**	**$284,340**
1620 - DIF-General Governments					
	Development Impact Fees	$239,745	$225,557	$94,320	$94,320
	Interest	$27,920	($688)	$0	$70
Fund Total - DIF-General Governmen		**$267,665**	**$224,869**	**$94,320**	**$94,390**
1980 - Streets Constr. - 1999 Auth					
	Interest	$182,488	$31,851	$5,940	$2,435
	Miscellaneous		$77,898		
Fund Total - Streets Constr. - 1999 Au		**$182,488**	**$109,749**	**$5,940**	**$2,435**
2000 - Hurf Street Bonds					
	Interest	$39,080	$4,210	$1,426	$1,038
	Miscellaneous		$105,574		
Fund Total - Hurf Street Bonds:		**$39,080**	**$109,784**	**$1,426**	**$1,038**
2040 - Public Safety Construction					
	Interest	$108,841	($14,059)	$24,683	$6,094
	Bond Proceeds		$12,302,816		
	Miscellaneous		$8,879		
Fund Total - Public Safety Constructi		**$108,841**	**$12,297,636**	**$24,683**	**$6,094**
2060 - Parks Construction					
	Interest	$31,989	($5,392)	$12,120	$1,775
	Bond Proceeds		$8,967,053		
	Miscellaneous		$3,339		
Fund Total - Parks Construction:		**$31,989**	**$8,965,000**	**$12,120**	**$1,775**
2080 - Gov't Facilities - 1999 Auth					
	Interest	($654)	($531)	$1,199	$1,100
	Bond Proceeds		$4,526,035		
	Miscellaneous		$1,716		
Fund Total - Gov't Facilities - 1999 Au		**($654)**	**$4,527,220**	**$1,199**	**$1,100**
2100 - Economic Dev. Constr-1999 Auth					
	Interest		($4,429)	$9,471	$5,296
	Bond Proceeds		$1,785,408		
	Miscellaneous		$13,208		
Fund Total - Economic Dev. Constr-1			**$1,794,187**	**$9,471**	**$5,296**

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
2140 - Open Space/Trails Constr-99 Au					
	Interest	($481)	$799		
Fund Total - Open Space/Trails Const		**($481)**	**$799**		
2180 - Flood Control Construction					
	Interest	$206,881	$540	$68,707	$32,625
	Bond Proceeds		$14,078,222		
	Miscellaneous	$2,392,322	$7,523,801		
Fund Total - Flood Control Construct		**$2,599,203**	**$21,602,563**	**$68,707**	**$32,625**
2210 - Transportation Capital Project					
	Bond Proceeds				$13,000,000
	Interest	$1,344,938	$45,203	$10,000	$15,000
	Miscellaneous		$2,065		
Fund Total - Transportation Capital		**$1,344,938**	**$47,268**	**$10,000**	**$13,015,000**
2536 - Training Facility Capital Proj					
	Partner Revenue	$350,151	$262,614		
Fund Total - Training Facility Capital		**$350,151**	**$262,614**		
TOTAL-CAPITAL FUND GROUP		**$6,564,968**	**$50,898,531**	**$885,910**	**$13,792,921**
TRUST FUND GROUP					
2280 - Cemetery Perpetual Care					
	Interest	$121,772	$35,829	$20,707	$22,217
Fund Total - Cemetery Perpetual Car		**$121,772**	**$35,829**	**$20,707**	**$22,217**
TOTAL-TRUST FUND GROUP		**$121,772**	**$35,829**	**$20,707**	**$22,217**
ENTERPRISE FUND GROUP					
2360 - Water and Sewer					
	Water Revenues	$37,846,238	$42,393,912	$46,983,270	$46,740,078
	Sewer Revenue	$26,384,046	$28,662,682	$31,038,331	$31,006,477
	Miscellaneous	$1,329,371	$4,106,249	$399,737	$623,035
	Water Development Impact Fees	$1,233,930	$708,368	$500,000	$500,000
	Sewer Development Impact Fees	$398,283	$231,582	$200,000	$200,000
	Interest	$1,874,000	$409,810	$150,000	$111,000
	Staff & Adm Chargebacks	$176,000	$168,000	$168,000	$82,000
	City Property Rental	$93,738	$83,542	$60,240	$60,240
	Bond Proceeds			$25,000,000	$0
	Loan Proceeds		$3,231,900		

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
	Facility Rental Income		$5,891		
	Grants		$500		
	Fund Total - Water and Sewer:	**$69,335,606**	**$80,002,436**	**$104,499,578**	**$79,322,830**
2440 - Landfill					
	Tipping Fees	$3,316,166	$2,758,555	$3,034,610	$3,034,610
	Internal Charges	$2,305,179	$2,191,865	$2,502,000	$2,502,000
	Recycling Sales	$1,590,580	$1,915,090	$1,900,000	$1,820,000
	Staff & Adm Chargebacks	$316,758	$327,000	$327,000	$431,000
	Loan Proceeds		$249,877	$250,000	$250,000
	Interest	$565,481	$157,210	$120,000	$120,000
	Miscellaneous	$166,789	$122,456	$172,000	$68,000
	Development Impact Fees	$18,348	$18,866	$27,000	$27,000
	Fund Total - Landfill:	**$8,279,301**	**$7,740,919**	**$8,332,610**	**$8,252,610**
2480 - Sanitation					
	Residential Sanitiation	$10,254,367	$10,299,381	$10,512,000	$10,512,000
	Commercial Sanitation Frontload	$3,684,277	$3,561,214	$3,500,000	$3,500,000
	Commercial Sanitation Rolloff	$658,226	$667,608	$600,000	$600,000
	Internal Charges	$196,383	$158,495	$180,000	$180,000
	Miscellaneous	$204,160	$216,406	$122,000	$122,000
	Staff & Adm Chargebacks	$47,357	$47,382	$47,357	$47,382
	Miscellaneous Bin Service	$79,652	$105,066	$40,000	$40,000
	Interest	$94,058	$12,687	$71,362	$35,000
	Outside City Commercial	$184,955	$17,423	$28,000	$28,000
	Sanitation Development Impact Fe	$3,276	$3,864	$3,700	$3,700
	Lease Proceeds		$1,189,365		
	Recycling Sales	$2,472			
	Fund Total - Sanitation:	**$15,409,183**	**$16,278,891**	**$15,104,419**	**$15,068,082**
2500 - Pub Housing Budget Activities					
	Grants	$9,425,466	$9,679,037	$9,008,162	$9,143,284
	Miscellaneous	$2,041,863	$4,869,760	$4,100,000	$4,100,000
	Fund Total - Pub Housing Budget Act	**$11,467,329**	**$14,548,797**	**$13,108,162**	**$13,243,284**
TOTAL-ENTERPRISE FUND GROUP		**$104,491,419**	**$118,571,043**	**$141,044,769**	**$115,886,806**
INTERNAL SERVICE FUND GROUP					
2540 - Risk Management Self Insurance					
	Internal Charges	$2,828,000	$2,488,937	$2,499,892	$2,500,000
	Security Revenue	$17,491	$28,483	$24,266	$26,375
	Interest	$152,481	$47,020	$15,943	$17,106

Schedule Two by FUND
Summary of Revenues

Fund	Description	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Budget
Fund Total - Risk Management Self I		**$2,997,972**	**$2,564,440**	**$2,540,101**	**$2,543,481**
2560 - Workers Comp. Self Insurance					
	Internal Charges	$992,638		$984,460	$984,460
	Security Revenue	$17,491	$28,482	$24,266	$26,375
	Interest	$65,073	$15,537	$6,580	$7,060
Fund Total - Workers Comp. Self Ins		**$1,075,202**	**$44,019**	**$1,015,306**	**$1,017,895**
2580 - Benefits Trust Fund					
	City Contributions	$11,431,341	$14,273,336	$14,102,505	$14,166,532
	Employee Contributions	$5,245,169	$5,102,408	$4,366,620	$4,291,971
	Retiree Contributions	$2,928,023	$3,269,747	$3,411,159	$3,419,695
	Interest	$152,491	$32,425	$16,392	$17,588
	Miscellaneous	$24,885	$247,557		
	Internal Charges		$108,589		
	Right-of-Way Permits		$938		
Fund Total - Benefits Trust Fund:		**$19,781,909**	**$23,035,000**	**$21,896,676**	**$21,895,786**
TOTAL-INTERNAL SERVICE FUND GROUP		**$23,855,083**	**$25,643,459**	**$25,452,083**	**$25,457,162**
	TOTAL - ALL REVENUE :	**$410,674,199**	**$466,097,759**	**$442,811,727**	**$452,049,227**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
1000 - GENERAL				
BUDGET & FIN. SVCS GROUP				
Finance				
11310 Finance Administration	$497,667	$394,610	$498,438	$531,275
11320 Accounting Services	$865,271	$912,836	$912,836	$848,492
11330 L.I.D. Administration		$9,000	$9,000	
11340 License/Collection	$869,194	$805,900	$805,900	$665,368
Dept. Total - Finance	**$2,232,132**	**$2,122,346**	**$2,226,174**	**$2,045,135**
Lease Pmts/OtherFees				
11380 Lease Payments	$1,717,724	$4,236,574	$4,236,574	$403,075
11390 Merchant Fees	$259,910	$160,000	$160,000	$199,687
89800 1000 Advisor Fees	$85,568	$129,687	$129,687	$90,000
Dept. Total - Lease Pmts/OtherFees	**$2,063,202**	**$4,526,261**	**$4,526,261**	**$692,762**
Management & Budget				
11610 Budget & Research	$636,466	$646,768	$646,768	$622,329
11620 Grants Administration	$142,038	$65,164	$65,164	$58,653
Dept. Total - Management & Budget	**$778,504**	**$711,932**	**$711,932**	**$680,982**
Group Total - BUDGET & FIN. SVCS:	**$5,073,838**	**$7,360,539**	**$7,464,367**	**$3,418,879**
CITY ATTORNEY GROUP				
City Attorney				
10610 City Attorney	$2,321,104	$2,339,684	$2,458,342	$2,384,723
10615 Outside Legal Fees		$500,000	$500,000	$500,000
10620 Attorney-Spec Proj Fees/Costs	$3,527,908			
Dept. Total - City Attorney	**$5,849,012**	**$2,839,684**	**$2,958,342**	**$2,884,723**
CITY CLERK GROUP				
City Clerk				
10210 City Clerk	$379,779	$397,551	$397,551	$372,249
10220 Records Management	$143,981	$140,727	$140,727	$134,634
10240 Elections	$1,499	$137,723	$55,108	$111,556
Dept. Total - City Clerk	**$525,259**	**$676,001**	**$593,386**	**$618,439**
CITY COURT GROUP				
City Court				
10410 City Court	$3,868,393	$3,578,010	$3,578,010	$3,387,792
CITY MANAGER GROUP				
Admin Svcs Admin.				
11210 Administration Services Admin.	$443,943	$435,786	$349,858	$152,316
City Manager				
10310 City Manager	$1,072,710	$959,252	$959,252	$895,124

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Group Total - CITY MANAGER:	**$1,516,653**	**$1,395,038**	**$1,309,110**	**$1,047,440**
COMMUNICATIONS GROUP				
Conv./Media/Parking				
10890 Convention/Media/Parking	$221,114	$316,256	$316,256	$274,515
10891 Media Center Operations	$143,026	$149,346	$149,346	$142,988
Dept. Total - Conv./Media/Parking	**$364,140**	**$465,602**	**$465,602**	**$417,503**
Marketing and Comm.				
10810 Marketing	$1,053,346	$934,636	$987,264	$853,849
10820 Tourism	$420,205	$335,747	$283,119	$215,385
10830 Special Events Prod. Support	$40,481	$0	$0	
14110 City-Wide Special Events	$310,474	$304,676	$304,676	$277,840
14115 Audio/Visual		$208,812	$211,414	$188,922
14120 Cable Communications	$716,250	$707,169	$707,169	$666,655
Dept. Total - Marketing and Comm.	**$2,540,756**	**$2,491,040**	**$2,493,642**	**$2,202,651**
Group Total - COMMUNICATIONS:	**$2,904,896**	**$2,956,642**	**$2,959,244**	**$2,620,154**
COMPLIANCE&ASSET MGT GROUP				
Compliance & Asset Mgt				
10710 City Auditor	$280,047	$254,348	$254,348	$265,196
11360 Materials Management	$603,384	$388,224	$388,224	$163,126
11370 Materials Control Warehouse	$358,043	$295,037	$295,037	$279,552
Dept. Total - Compliance & Asset Mgt	**$1,241,474**	**$937,609**	**$937,609**	**$707,874**
DEVELOPMENT SVCS GROUP				
Building Safety				
15610 Building Safety	$2,665,919	$1,980,628	$1,979,628	$1,895,038
15620 Development Services Center	$568,993	$444,676	$444,676	$425,102
Dept. Total - Building Safety	**$3,234,912**	**$2,425,304**	**$2,424,304**	**$2,320,140**
Code Compliance				
14410 Code Compliance	$1,468,073	$1,368,354	$1,368,354	$1,295,976
Community Dev Admin				
15510 CD Deputy City Manager	$164,257	$195,964	$195,964	$186,405
Planning				
15910 Planning Administration	$350,565	$341,167	$340,167	$323,524
15930 Current Planning	$543,780	$512,837	$512,837	$323,844
15940 Long-Range Planning & Research	$383,846	$135,149	$135,149	$126,988
Dept. Total - Planning	**$1,278,191**	**$989,153**	**$988,153**	**$774,356**
Group Total - DEVELOPMENT SVCS:	**$6,145,433**	**$4,978,775**	**$4,976,775**	**$4,576,877**
ECONOMIC DEVELOPMENT GROUP				
Economic Development				
16010 Economic Development	$741,568	$630,068	$711,613	$626,736
16025 Business Development		$500,000	$3,000,000	$468,583
16040 Downtown Beaut. & Promotion	$239,693	$266,453	$266,453	$242,095

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Economic Development				
Dept. Total - Economic Development	**$981,261**	**$1,396,521**	**$3,978,066**	**$1,337,414**
Rebates & Incentives				
16210 Rebates & Incentives	$475,555	$320,000	$50,000	$100,000
16230 Redevelopment Land Acquisition	$23,000	$85,416	$2,871	
Dept. Total - Rebates & Incentives	**$498,555**	**$405,416**	**$52,871**	**$100,000**
Group Total - ECONOMIC DEVELOPME	**$1,479,816**	**$1,801,937**	**$4,030,937**	**$1,437,414**
FAC & FIN MGMT GROUP				
Fac & Fin Mgmt				
11220 Facilities & Financial Mgmt	$221,567			
FIRE SERVICES GROUP				
Fire Department				
12410 Fire Administration	$1,796,215	$1,637,270	$1,637,270	$1,605,998
12421 Fire Special Operations	$25,313	$16,293	$16,293	$16,293
12422 Fire Operations	$17,937,365	$17,312,530	$17,312,530	$17,785,340
12433 Fire Resource Management	$2,395,316	$1,937,224	$1,865,224	$2,070,956
12434 Fire Training	$22,679	$13,656	$13,656	$13,656
12436 Fire Medical Services & Health	$44,166	$56,983	$56,983	$48,983
12441 Fire Marshal's Office	$866,913	$824,255	$824,255	$812,173
12444 Fire Community Services	$10,910	$19,250	$19,250	$15,250
12491 Ambulance Services	$476,109	$492,393	$492,393	$484,004
12492 Air-Med & Logistics Ops (HALO	$745,827	$751,491	$751,491	$736,989
12521 PS Training Ctr - Fire	$619,583	$577,227	$577,227	$567,227
Dept. Total - Fire Department	**$24,940,396**	**$23,638,572**	**$23,566,572**	**$24,156,869**
HR & RISK MGT GROUP				
Human Resources				
11010 Risk Management/Safety	$569,743	$202,525	$202,525	$121,547
11020 Benefits	$157,462	$119,411	$119,411	$144,941
11030 Human Resources Administration	$669,751	$631,007	$630,007	$563,541
11040 Employment Services	$364,411	$254,417	$254,417	$315,455
11050 Employee Relations	$187,638	$176,717	$176,717	$166,386
11060 Compensation	$458,703	$459,828	$459,828	$374,781
11070 Organizational Development	$317,580	$68,291	$68,291	$259,189
Dept. Total - Human Resources	**$2,725,288**	**$1,912,196**	**$1,911,196**	**$1,945,840**
INTERGOVT. PROGRAMS GROUP				
Intergovt. Programs				
10910 Intergovernmental Programs	$710,731	$721,549	$721,549	$686,721
MAYOR & COUNCIL GROUP				
Council Office				
10110 Council Office	$511,669	$445,694	$445,694	$489,998
10120 Cholla District	$65,160	$74,685	$59,656	$104,581

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Council Office				
10130 Barrel District	$72,452	$69,187	$54,162	$99,446
10140 Sahuaro District	$76,257	$76,829	$56,923	$99,264
10150 Cactus District	$74,501	$94,377	$79,693	$99,213
10160 Yucca District	$80,694	$69,352	$55,337	$99,258
10170 Ocotillo District	$66,586	$92,131	$75,988	$99,223
Dept. Total - Council Office	**$947,319**	**$922,255**	**$827,453**	**$1,090,983**
Mayor				
10010 Office of the Mayor	$339,466	$334,216	$334,216	$333,342
Group Total - MAYOR & COUNCIL:	**$1,286,785**	**$1,256,471**	**$1,161,669**	**$1,424,325**
N'HOOD & HUMAN SVCS GROUP				
Comm. Action Program				
14420 CAP Local Match	$121,797	$129,280	$129,280	$129,859
Comm. Partnerships				
15010 Community Revitalization	$403,342	$334,195	$334,195	$507,275
15015 Neighborhood Partnership	$494,445	$364,615	$364,615	$455,321
Dept. Total - Comm. Partnerships	**$897,787**	**$698,810**	**$698,810**	**$962,596**
Comm. Services Adm				
14510 Comm. Services Admin.	$308,017	$190,714	$190,714	
Neighborhood Imp Gr				
15120 Neighborhood Improvement Gran	$267,700			
Group Total - N'HOOD & HUMAN SVCS:	**$1,595,301**	**$1,018,804**	**$1,018,804**	**$1,092,455**
NON-DEPARTMENTAL GROUP				
Non-Departmental				
11801 Fund 1000 Non-Dept	$558,487	$1,963,824	($339,641)	$765,358
PARKS, REC & LIBRARY GROUP				
Library & Arts				
15220 Library	$7,135,861	$6,044,112	$6,044,112	$5,655,581
15230 Arts Maintenance - Admin.	$121,832	$31,763	$31,763	$30,302
Dept. Total - Library & Arts	**$7,257,693**	**$6,075,875**	**$6,075,875**	**$5,685,883**
Parks & Recreation				
13010 Pool Maintenance	$257,481	$196,824	$196,824	$187,553
13020 Park Irrigation	$281,613	$252,116	$252,116	$242,779
13030 Parks CIP & Planning	$298,995	$180,341	$180,341	$174,510
13040 Parks Maintenance	$3,725,971	$3,254,902	$3,326,902	$3,208,114
14610 Parks & Recreation Admin.	$243,139	$240,308	$240,308	$139,186
14620 Glendale Community Center	$174,166	$136,070	$136,070	$129,873
14630 Recreation Support Services	$933,309	$840,636	$838,034	$793,122
14640 Adult Center	$373,567	$485,907	$485,907	$484,688
14650 Youth and Teen	$418,610	$512,548	$512,548	$530,707
14660 Special Events and Programs	$184,745	$94,157	$94,157	$86,276

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Parks & Recreation				
14670 Sports and Health	$316,697	$403,116	$403,116	$392,850
14680 Aquatics	$373,503	$221,959	$221,959	$218,251
14690 Audio/Visual	$211,025			
14700 Marketing - Parks & Rec	$175,387	$146,670	$146,670	$139,706
14710 Park Rangers	$260,145	$265,687	$265,687	$259,807
14720 Foothills Recreation Center	$1,429,426	$1,562,987	$1,562,987	$1,426,274
14740 Copper Canyon HS Youth Dev Pr	$942			
14760 Historic Sahuaro Ranch	$315,483	$242,300	$242,300	$231,126
Dept. Total - Parks & Recreation	**$9,974,204**	**$9,036,528**	**$9,105,926**	**$8,644,822**
Group Total - PARKS, REC & LIBRARY:	**$17,231,897**	**$15,112,403**	**$15,181,801**	**$14,330,705**
POLICE SERVICES GROUP				
Homeland Security				
12810 Homeland Security Admin.	$120,573			
12820 Emergency Operations Ctr (EOC)	$661,429			
Dept. Total - Homeland Security	**$782,002**			
Police Department				
12110 Police Legal Services	$206,738	$145,530	$26,872	$4,467
12120 Police Administration	$2,800,306	$2,838,805	$2,838,805	$2,377,837
12130 Central Patrol Bureau	$10,566,204	$10,515,737	$10,515,737	$10,712,033
12150 Crime Investigations	$8,205,705	$8,267,040	$8,267,040	$8,487,109
12160 Police Personnel Management	$2,619,168	$2,359,090	$2,359,090	$2,232,275
12170 Foothills Patrol Bureau	$10,022,820	$9,724,831	$9,724,831	$10,480,476
12180 Police Support Services	$1,869,290	$1,335,121	$1,335,121	$1,330,181
12210 PD - Fiscal Management	$1,386,464	$2,568,104	$2,568,104	$2,839,755
12215 PD - Tow Administration	$103,795	$61,063	$61,063	$44,128
12220 PD - Detention	$2,064,559	$1,339,259	$1,339,259	$1,097,144
12230 PD - Communications	$2,483,382	$2,364,899	$2,364,899	$2,255,017
12232 PS Training Ctr - Police	$619,583	$577,227	$577,227	$577,227
12233 PD - Special Operations	$4,770,310	$4,241,005	$4,241,005	$4,460,707
12235 PD - Emergency Management		$798,161	$798,161	$737,610
Dept. Total - Police Department	**$47,718,324**	**$47,135,872**	**$47,017,214**	**$47,635,966**
Group Total - POLICE SERVICES:	**$48,500,326**			
PUBLIC WORKS GROUP				
Engineering				
13710 BofA Bank Building	$305,358	$256,579	$256,579	$256,579
13715 Promenade at Palmaire	$57,781	$56,400	$56,400	$56,400
13720 Engineering Administration	$601,494	$553,251	$552,251	$584,296
13730 CIP Administration	$607,589	$274,490	$274,490	$229,987
13770 Mapping and Records	$181,003	$101,869	$101,869	$96,327
13780 Land Development Division	$468,433	$483,917	$483,917	$306,881
13790 Construction Inspection	$552,304	$382,291	$382,291	$412,707
13800 Materials Testing	$190,789	$181,996	$181,996	$225,901
13820 Utility Inspection	$222,986	$142,281	$142,281	$13,622
Dept. Total - Engineering	**$3,187,737**	**$2,433,074**	**$2,432,074**	**$2,182,700**
Field Operations				
13410 Field Operations Admin.	$1,030,030	$627,170	$627,170	$610,971

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Field Operations				
13420 Cemetery	$207,580	$233,250	$233,250	$221,401
13430 Manistee Ranch Maintenance	$4,908	$5,113	$5,113	$5,113
13440 Graffiti Removal	$236,002	$292,797	$292,797	$234,496
13450 Facilities Management	$4,538,627	$3,361,963	$3,361,963	$3,774,973
13460 Custodial Services	$1,130,293	$1,043,615	$1,043,615	$890,900
13461 Downtown Parking Garage	$80,639	$102,859	$102,859	$82,859
Dept. Total - Field Operations	**$7,228,079**	**$5,666,767**	**$5,666,767**	**$5,820,713**
Public Works Admin.				
13310 Public Works Administration	$198,962	$198,125	$198,125	
Group Total - PUBLIC WORKS:	**$10,614,778**	**$8,297,966**	**$8,296,966**	**$8,003,413**
TECH. & INNOVATION GROUP				
Info. Technology				
11510 Information Technology	$3,520,751	$3,048,826	$3,048,826	$2,757,188
WATER SERVICES GROUP				
Env. Resources				
12910 HazMat Incidence Response	$12,581	$26,845	$26,845	$26,845
Fund Total - GENERAL:	**$140,523,662**	**$130,657,563**	**$130,419,581**	**$123,525,277**
1010 - NATIONAL EVENTS				
TRANSPORTATION SVCS GROUP				
Transportation				
16365 Transp - Stadium Mgmt Plan	$21,320			
Fund Total - NATIONAL EVENTS:	**$21,320**			
1040 - GENERAL SERVICES				
PUBLIC WORKS GROUP				
Field Operations				
13510 Equipment Management	$3,812,363	$3,959,223	$3,993,158	$3,810,623
13520 Fuel Services	$2,740,215	$3,303,176	$3,269,241	$3,303,029
13530 Parts Store Operations	$1,375,625	$1,818,371	$1,818,371	$1,820,397
Dept. Total - Field Operations	**$7,928,203**	**$9,080,770**	**$9,080,770**	**$8,934,049**
Fund Total - GENERAL SERVICES:	**$7,928,203**	**$9,080,770**	**$9,080,770**	**$8,934,049**
1100 - TELEPHONE SERVICES				
TECH. & INNOVATION GROUP				
Info. Technology				
11520 Telephones	$1,278,946	$977,252	$977,252	$979,324

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Info. Technology				
Fund Total - TELEPHONE SERVICES:	**$1,278,946**	**$977,252**	**$977,252**	**$979,324**
1120 - VEHICLE REPLACEMENT				
PUBLIC WORKS GROUP				
Field Operations				
13610 Equipment Replacement	$1,762,518	$3,029,741	$2,959,741	$3,029,742
Fund Total - VEHICLE REPLACEMENT:	**$1,762,518**	**$3,029,741**	**$2,959,741**	**$3,029,742**
1140 - PC REPLACEMENT				
TECH. & INNOVATION GROUP				
Info. Technology				
11530 Technology Replacement	$1,365,233	$3,510,103	$2,208,764	$3,511,584
Fund Total - PC REPLACEMENT:	**$1,365,233**	**$3,510,103**	**$2,208,764**	**$3,511,584**
1190 - EMPLOYEE GROUPS				
HR & RISK MGT GROUP				
Employee Groups				
11110 GEMS	$29,091			
11120 Diversity Committee	$48,957	$54,909	$40,559	$54,000
11130 Glendale Hispanic Network	$167		$14,350	
11140 Holiday Event		$30,000		$30,000
Dept. Total - Employee Groups	**$78,215**	**$84,909**	**$54,909**	**$84,000**
Fund Total - EMPLOYEE GROUPS:	**$78,215**	**$84,909**	**$54,909**	**$84,000**
1220 - ARTS COMMISSION FUND				
PARKS, REC & LIBRARY GROUP				
Library & Arts				
15310 Arts Maintenance	$40,518	$127,787	$127,787	$127,787
Fund Total - ARTS COMMISSION FUND:	**$40,518**	**$127,787**	**$127,787**	**$127,787**
1240 - COURT SECURITY/BONDS				
CITY COURT GROUP				
City Court				
10510 Court Security	$267,285	$393,300	$278,500	$398,469
10520 Court Time Payments	$23,659	$127,394	$93,765	$128,391

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
City Court				
10530 Fill the Gap	$58,840	$57,000	$9,000	$57,000
Dept. Total - City Court	**$349,784**	**$577,694**	**$381,265**	**$583,860**
Fund Total - COURT SECURITY/BONDS:	**$349,784**	**$577,694**	**$381,265**	**$583,860**
1260 - LIBRARY				
PARKS, REC & LIBRARY GROUP				
Library & Arts				
15410 Library Book Fund	$44,645	$142,223	$142,223	$142,223
15420 Library Special Revenue	$128,726	$105,150	$105,150	$105,150
Dept. Total - Library & Arts	**$173,371**	**$247,373**	**$247,373**	**$247,373**
Fund Total - LIBRARY:	**$173,371**	**$247,373**	**$247,373**	**$247,373**
1280 - YOUTH SPORTS COMPLEX				
ECONOMIC DEVELOPMENT GROUP				
Economic Development				
16110 YSC - Econ. Dev.	$20,898			
PARKS, REC & LIBRARY GROUP				
Parks & Recreation				
13290 YSC - Parks & Rec	$246,571	$262,000	$262,000	$262,000
PUBLIC WORKS GROUP				
Field Operations				
13470 YSC - Facilities Mgt.	$52,485	$65,000	$65,000	$60,000
Fund Total - YOUTH SPORTS COMPLEX:	**$319,954**	**$327,000**	**$327,000**	**$322,000**
1281 - STADIUM EVENT OPERATIONS				
COMMUNICATIONS GROUP				
Marketing and Comm.				
10840 Mkt'g - Stadium Events	$166,668	$106,500	$106,500	$106,500
FIRE SERVICES GROUP				
Fire Department				
12515 Fire - Fiesta Bowl Event	$52,991	$159,942	$138,872	$159,942
12520 Stadium - Fire Event Staffing	$246,992	$229,886	$229,886	$229,886
Dept. Total - Fire Department	**$299,983**	**$389,828**	**$368,758**	**$389,828**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
POLICE SERVICES GROUP				
Police Department				
12231 Stadium - PD Event Staffing	$1,501,860	$1,341,354	$1,341,354	$1,343,947
12234 PD - Fiesta Bowl Event	$268,125	$401,268	$401,268	$401,268
Dept. Total - Police Department	**$1,769,985**	**$1,742,622**	**$1,742,622**	**$1,745,215**
TRANSPORTATION SVCS GROUP				
Transportation				
16840 Stadium - Transportation Ops.	$643,436	$645,734	$645,734	$645,734
16845 Transp - Fiesta Bowl Event	$78,983	$79,942	$79,942	$79,942
Dept. Total - Transportation	**$722,419**	**$725,676**	**$725,676**	**$725,676**
Fund Total - STADIUM EVENT OPERATIO	**$2,959,055**	**$2,964,626**	**$2,943,556**	**$2,967,219**

1282 - ARENA EVENT OPERATIONS

BUDGET & FIN. SVCS GROUP				
Finance				
11415 Arena Management Fee				$20,000,000
FIRE SERVICES GROUP				
Fire Department				
12489 Westgate - Fire Event Staffing	$11,659			
12490 Arena - Fire Event Staffing	$152,602	$300,008	$300,008	$301,041
Dept. Total - Fire Department	**$164,261**	**$300,008**	**$300,008**	**$301,041**
POLICE SERVICES GROUP				
Police Department				
12190 Arena-PD Event Staffing	$495,334	$836,831	$836,831	$838,135
PUBLIC WORKS GROUP				
Field Operations				
16740 Arena - ROW Maintenance	$35,574	$49,966	$49,966	$49,966
TRANSPORTATION SVCS GROUP				
Transportation				
16830 Arena - Transportation Ops.	$11,370	$15,000	$15,000	$15,000
Fund Total - ARENA EVENT OPERATIONS	**$706,539**	**$1,201,805**	**$1,201,805**	**$21,204,142**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
1283 - CAMELBACKRANCH EVENTOPERATIONS				
FIRE SERVICES GROUP				
Fire Department				
12485 CBRanch - Fire Event Staffing	$34,604		$21,070	$28,852
Fund Total - CAMELBACKRANCH EVENT	**$34,604**		**$21,070**	**$28,852**
1300 - HOME GRANT				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
30001 HOME Program	$1,116,060	$1,660,797	$568,296	$1,787,501
Fund Total - HOME GRANT:	**$1,116,060**	**$1,660,797**	**$568,296**	**$1,787,501**
1310 - NEIGHBORHOOD STABILIZATION PGM				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
30900 NSP Programs	$2,237,449	$4,184,112	$2,066,215	$2,117,897
Fund Total - NEIGHBORHOOD STABILIZA	**$2,237,449**	**$4,184,112**	**$2,066,215**	**$2,117,897**
1311 - N'HOOD STABILIZATION PGM III				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
30910 NSP III				$3,368,377
Fund Total - N'HOOD STABILIZATION PG				**$3,368,377**
1320 - C.D.B.G.				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
31001 CDBG Programs	$2,254,658	$3,540,617	$1,816,988	$3,718,764
Fund Total - C.D.B.G.:	**$2,254,658**	**$3,540,617**	**$1,816,988**	**$3,718,764**
1340 - HIGHWAY USER GAS TAX				
PUBLIC WORKS GROUP				
Field Operations				
16710 Right-of-Way Maintenance	$2,294,458	$2,026,279	$2,116,279	$2,084,123
16720 Street Maintenance	$2,850,276	$2,687,943	$2,597,943	$2,350,017

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Field Operations				
16730 Street Cleaning	$141,603	$0	$0	
Dept. Total - Field Operations	**$5,286,337**	**$4,714,222**	**$4,714,222**	**$4,434,140**
TRANSPORTATION SVCS GROUP				
Transportation				
16810 Traffic Signals	$1,052,189	$903,017	$903,017	$800,256
16820 Signs & Markings	$698,602	$707,617	$707,617	$646,465
16910 Transportation Administration	$373,594	$373,165	$373,165	$296,918
16920 Street Light Management	$1,640,955	$1,093,283	$1,093,283	$1,403,390
16930 Transportation Planning	$2,178			
16940 Traffic Studies	$410,766	$369,166	$369,166	$345,690
16950 Traffic Design and Development	$292,293	$301,709	$301,709	$290,717
Dept. Total - Transportation	**$4,470,577**	**$3,747,957**	**$3,747,957**	**$3,783,436**
Fund Total - HIGHWAY USER GAS TAX:	**$9,756,914**	**$8,462,179**	**$8,462,179**	**$8,217,576**
1650 - TRANSPORTATION GRANTS				
TRANSPORTATION SVCS GROUP				
Transportation				
37200 Grant Approp - Transportation			$768,765	$768,765
37206 HSIP Ped Countdown Signals			$55,200	
Dept. Total - Transportation			**$823,965**	**$768,765**
Fund Total - TRANSPORTATION GRANTS			**$823,965**	**$768,765**
1660 - TRANSPORTATION SALES TAX				
TRANSPORTATION SVCS GROUP				
Transportation				
16510 Transportation Program Mgmt	$2,026,866	$2,298,887	$2,297,587	$2,313,072
16520 Transportation Education	$180,310	$223,934	$223,934	$226,075
16525 Transit Management	$322,534	$322,741	$322,741	$339,875
16530 Dial-A-Ride	$2,390,040	$2,391,129	$2,391,129	$2,449,479
16540 Fixed Route	$4,502,347	$5,675,488	$4,875,488	$5,175,488
16550 Demand Management	$32,091	$8,105	$42,000	$42,000
16570 Intelligent Transportation Sys	$433,478	$590,944	$590,944	$600,342
16580 Traffic Mitigation	$90,293	$578,348	$328,348	$580,336
16590 Transportation CIP O&M	$91,734	$113,893	$113,893	$113,893
16600 Red Light Enforcement	$23,781			
Dept. Total - Transportation	**$10,093,474**	**$12,203,469**	**$11,186,064**	**$11,840,560**
Fund Total - TRANSPORTATION SALES T	**$10,093,474**	**$12,203,469**	**$11,186,064**	**$11,840,560**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
1700 - POLICE SPECIAL REVENUE				
POLICE SERVICES GROUP				
Police Department				
12310 Patrol - Special Revenue Fund	$9,433,739	$12,586,512	$12,586,512	$14,173,737
Fund Total - POLICE SPECIAL REVENUE:	**$9,433,739**	**$12,586,512**	**$12,586,512**	**$14,173,737**
1720 - FIRE SPECIAL REVENUE				
FIRE SERVICES GROUP				
Fire Department				
12610 Fire - Special Revenue Fund	$4,850,264	$6,135,642	$7,335,642	$6,395,637
Fund Total - FIRE SPECIAL REVENUE:	**$4,850,264**	**$6,135,642**	**$7,335,642**	**$6,395,637**
1740 - CIVIC CENTER				
COMMUNICATIONS GROUP				
Civic Center				
11710 Civic Center	$840,701	$748,497	$748,497	$766,817
Fund Total - CIVIC CENTER:	**$840,701**	**$748,497**	**$748,497**	**$766,817**
1760 - AIRPORT SPECIAL REVENUE				
TRANSPORTATION SVCS GROUP				
Airport				
16410 Airport Operations	$621,749	$538,916	$538,916	$527,326
Fund Total - AIRPORT SPECIAL REVENUI	**$621,749**	**$538,916**	**$538,916**	**$527,326**
1780 - ARENA SPECIAL REVENUE				
BUDGET & FIN. SVCS GROUP				
Finance				
11420 Arena Renewal and Replacement	$332,000	$550,000	$550,000	$550,000
Fund Total - ARENA SPECIAL REVENUE:	**$332,000**	**$550,000**	**$550,000**	**$550,000**
1790 - STADIUM CITY SALES TAX - AZSTA				
BUDGET & FIN. SVCS GROUP				
Finance				
11400 AZSTA - Stadium Tax Refund	$1,627,000	$1,700,000	$1,700,000	$1,745,900

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Fund Total - STADIUM CITY SALES TAX -	**$1,627,000**	**$1,700,000**	**$1,700,000**	**$1,745,900**
1820 - CAP GRANT				
N'HOOD & HUMAN SVCS GROUP				
Comm. Action Program				
32040 Community Action Program (CA	$389,388	$412,557	$412,557	$0
32050 Case Mgmt-LIHEAP Voucher			$805,544	$790,705
32051 CM-LIHEAP Voucher Contigenc			$90,718	$90,718
32052 Case Mgt-LIHEAP Administratio			$51,568	$51,568
32053 Case Mgt-LIHEAP A16 Admin			$56,647	$56,647
32054 CM-LIHEAP Admin Contingency			$5,341	$5,341
32055 Case Mgmt-TANF Voucher			$45,000	$45,000
32056 Case Mgmt-TANF Admin			($12,475)	$179,549
32057 Case Mgmt-NHN Voucher			$3,135	$3,135
32058 Case Mgmt-Qwest Admin			$3,919	$3,919
32060 Community Svcs Block Grant-Ad			$189,494	$265,153
32070 ACAA HEAF Program			$10,136	$10,136
32071 ACAA SW Gas Assistance			$5,000	$5,000
32072 ACAA URRD Program			$36,732	$36,732
32073 ACAA SRP Assistance			$59,441	$59,441
Dept. Total - Comm. Action Program	**$389,388**	**$412,557**	**$1,762,757**	**$1,603,044**
Fund Total - CAP GRANT:	**$389,388**	**$412,557**	**$1,762,757**	**$1,603,044**
1830 - EMERGENCY SHELTER GRANTS				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
31905 Emergency Shelter Grant	$65,203	$98,278	$98,278	$98,278
Fund Total - EMERGENCY SHELTER GRA	**$65,203**	**$98,278**	**$98,278**	**$98,278**
1840 - GRANTS				
BUDGET & FIN. SVCS GROUP				
Management & Budget				
32010 Grant Match Funds - Mgt & Bdgt	$57,271	$0	$0	
CITY COURT GROUP				
Grants				
32136 DV Pilot Project Grant	$161,630	$66,606	$66,606	$68,219
FIRE SERVICES GROUP				
Fire Department				
34001 Grant Approp - Fire Dept	$562,753	$4,500,000	$4,500,000	$4,500,000

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
MISCELLANEOUS GRANTS GROUP				
Grants				
32118 Miscellaneous Grants	$596,802	$7,274,833	$5,490,730	$8,626,542
PARKS, REC & LIBRARY GROUP				
Library & Arts				
36006 Grant Approp - Library	$92,169	$550,000	$550,000	$550,000
Parks & Recreation				
35004 Grant Approp - Parks & Rec	$63,876	$550,000	$550,000	$550,000
Group Total - PARKS, REC & LIBRARY:	**$156,045**	**$1,100,000**	**$1,100,000**	**$1,100,000**
POLICE SERVICES GROUP				
Police Department				
33002 Victim Rights - PD	$76,201	$102,667	$102,667	$104,752
33018 VOCA	$114,309	$117,206	$117,206	$95,482
33021 Grant Approp - Police Dept	$2,032,316	$4,500,000	$4,500,000	$4,500,000
Dept. Total - Police Department	**$2,222,826**	**$4,719,873**	**$4,719,873**	**$4,700,234**
Fund Total - GRANTS:	**$3,757,327**	**$17,661,312**	**$15,877,209**	**$18,994,995**

1842 - ARRA STIMULUS GRANTS

BUDGET & FIN. SVCS GROUP				
Grants				
37068 Program Manager	$2,813	$234,150	$13,311	$218,026
DEVELOPMENT SVCS GROUP				
Grants				
37065 Build Safe Engy Prog Enhance		$35,000	$2,401	$87,599
37069 WebPortal		$55,000		
Dept. Total - Grants		**$90,000**	**$2,401**	**$87,599**
FIRE SERVICES GROUP				
Fire Department				
37110 PSSP Fire OT Grant				$75,000
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
37020 Homeless Prevention HPRP	$550,108	$646,272	$364,015	
37021 CDBG-R	$390,772	$140,000	$147,049	$60,000
Dept. Total - Comm. Partnerships	**$940,880**	**$786,272**	**$511,064**	**$60,000**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
PARKS, REC & LIBRARY GROUP				
Grants				
37063 Sports Courts Lighting Retrofi		$140,000	$65,000	$75,000
37064 Main Library Lighting		$431,831	$295,000	$136,831
37070 AzPAC Project AZ ARRA BTOP	$0			
Dept. Total - Grants	**$0**	**$571,831**	**$360,000**	**$211,831**
POLICE SERVICES GROUP				
Grants				
37062 Public Safety/Court Lighting		$88,000	$56,000	$32,000
Police Department				
37000 PSSP Police OT Grant				$75,000
37001 Stop Violence - Women	$52,219	$115,978	$0	$84,742
37002 JAG Recovery Act		$740,863		$740,863
Dept. Total - Police Department	**$52,219**	**$856,841**	**$0**	**$900,605**
		$944,841	**$56,000**	**$932,605**
TRANSPORTATION SVCS GROUP				
Grants				
37066 Traffic Signal LED Conversion	$41,210	$84,000	$0	$42,790
Transportation				
37090 Old Roma Alley ARRA Grant	$159,776		$457,656	
37091 FTA AZ-96-X002	$74,874			
Dept. Total - Transportation	**$234,650**		**$457,656**	
Group Total - TRANSPORTATION SVCS	**$275,860**	**$84,000**		**$42,790**
WATER SERVICES GROUP				
Grants				
37060 ARWRF Facility UV System Imp		$986,000	$180,000	$806,000
37061 Well 43 Variable Drive Retrofi		$97,500	$22,500	$75,000
37067 Energy Matters Public Educat	$731	$172,519	$8,882	$162,906
Dept. Total - Grants	**$731**	**$1,256,019**	**$211,382**	**$1,043,906**
Fund Total - ARRA STIMULUS GRANTS:	**$1,272,503**	**$3,967,113**	**$1,611,814**	**$2,671,757**

1860 - RICO FUNDS

POLICE SERVICES GROUP				
Police Department				
32020 Federal RICO	$26	$225,000	$225,000	$225,000
32030 State RICO	$1,208,209	$1,099,389	$1,099,389	$3,670,053
Dept. Total - Police Department	**$1,208,235**	**$1,324,389**	**$1,324,389**	**$3,895,053**
Fund Total - RICO FUNDS:	**$1,208,235**	**$1,324,389**	**$1,324,389**	**$3,895,053**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
1870 - MARKETING SELF SUST				
COMMUNICATIONS GROUP				
Marketing and Comm.				
14301 Audio/Visual - Self Sust.		$31,118	$31,118	$0
14310 Tourism - Souvenir Program	$2,967	$5,000	$5,000	$5,000
14311 Convention & Visitors Bureau		$30,000	$30,000	$30,000
14321 Glitter Spectacular	$120,397	$99,000	$99,000	$99,000
14322 Enchanted Evening	$81,280	$44,700	$44,700	$75,818
14323 Glitter and Glow	$83,263	$95,500	$45,500	$94,000
14324 Chocolate Affaire	$110,987	$104,000	$104,000	$104,000
14325 Jazz Festival	$183,231	$158,000	$158,000	$158,000
14326 Glitters Light	$152,000	$155,798	$155,798	$155,798
14327 Other Special Events	$127,405	$30,000	$30,000	$30,000
14328 Summer Band	$1,506		$1,500	$1,500
Dept. Total - Marketing and Comm.	**$863,036**	**$753,116**	**$704,616**	**$753,116**
Fund Total - MARKETING SELF SUST:	**$863,036**	**$753,116**	**$704,616**	**$753,116**
1880 - PARKS & RECREATION SELF SUST				
PARKS, REC & LIBRARY GROUP				
Parks & Recreation				
14810 Recreation Self-Sustaining				$15,000
14820 Rec Self Sust-Administration	$17,296	$15,000	$15,000	$15,360
14825 Adult Center Self Sustaining	$149,973	$135,000	$135,000	$117,000
14830 Rec Self Sust-Foothills Rec	$233,355	$272,748	$272,748	$254,893
14840 Sports Self Sustaining	$179,865	$249,922	$249,922	$228,364
14850 Youth and Teen Self Sustaining	$303,547	$326,735	$326,735	$312,584
14860 Spec Events & Prgm Self Sust	$62,077	$73,363	$73,363	$34,999
14870 Rec Self Sust-Audio/Visual	$18,806			
14890 Aquatic Self Sustaining	$81,695	$92,919	$92,919	$90,001
14891 GESD-Reimb Division	$0	$0	$0	$0
14892 Glendale Community Center	$861	$5,000	$5,000	$5,000
Dept. Total - Parks & Recreation	**$1,047,475**	**$1,170,687**	**$1,170,687**	**$1,073,201**
Fund Total - PARKS & RECREATION SELI	**$1,047,475**	**$1,170,687**	**$1,170,687**	**$1,073,201**
1885 - PARKS & RECREATION DESIGNATED				
PARKS, REC & LIBRARY GROUP				
Parks & Recreation				
13110 O'Neil Park Maintenance		$4,800	$4,800	$4,800
13120 Apollo Pool Repair	$7,080	$19,000	$19,000	$19,000
13130 Cardinal Pool Repair	$5,161	$19,000	$19,000	$19,000
13140 Cactus Pool Repair	$54,802	$20,000	$20,000	$20,000
13150 GCC Pool Repair	$116			
13160 Ironwood Pool Repair	$4,082	$30,200	$30,200	$30,200
13170 Dedicate A Tree	$238	$5,000	$5,000	$5,000
13180 Desert Valley Park	$1,555	$2,000	$2,000	$2,000

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Parks & Recreation				
13190 GESD ES Ballfields		$7,000	$7,000	$7,000
13210 Desert Mirage Park		$7,000	$7,000	$7,000
13220 Desert Gardens Park	$2,938	$7,000	$7,000	$7,000
13230 Discovery Park		$7,000	$7,000	$7,000
13234 Ironwood HS Light		$5,000	$5,000	$5,000
13235 Elsie McCarthy Pk. Maint	$19,958	$44,038	$44,038	$44,038
Dept. Total - Parks & Recreation	**$95,930**	**$177,038**	**$177,038**	**$177,038**
Fund Total - PARKS & RECREATION DESI	**$95,930**	**$177,038**	**$177,038**	**$177,038**
1980 - STREETS CONSTR. - 1999 AUTH				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89802 1980 Advisor Fees	$1,599	$6,066	$6,066	$6,066
Fund Total - STREETS CONSTR. - 1999 AU	**$1,599**	**$6,066**	**$6,066**	**$6,066**
2000 - HURF STREET BONDS				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89807 2000 Advisor Fees		$1,030	$1,030	$1,030
Fund Total - HURF STREET BONDS:		**$1,030**	**$1,030**	**$1,030**
2040 - PUBLIC SAFETY CONSTRUCTION				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89806 2040 Advisor Fees	$1,219	$2,000	$2,000	$2,000
Fund Total - PUBLIC SAFETY CONSTRUC	**$1,219**	**$2,000**	**$2,000**	**$2,000**
2060 - PARKS CONSTRUCTION				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89804 2060 Advisor Fees	$430	$6,857	$6,857	$6,857
Fund Total - PARKS CONSTRUCTION:	**$430**	**$6,857**	**$6,857**	**$6,857**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
2080 - GOV'T FACILITIES - 1999 AUTH				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89814 2080 Advisor Fees	$324	$2,000	$2,000	$2,000
Fund Total - GOV'T FACILITIES - 1999 AU	**$324**	**$2,000**	**$2,000**	**$2,000**
2100 - ECONOMIC DEV. CONSTR-1999 AUTH				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89815 2100 Advisor Fees	$290	$2,000	$2,000	$2,000
Fund Total - ECONOMIC DEV. CONSTR-19	**$290**	**$2,000**	**$2,000**	**$2,000**
2180 - FLOOD CONTROL CONSTRUCTION				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89808 2180 Advisor Fees	$4,484	$5,213	$5,213	$5,213
Fund Total - FLOOD CONTROL CONSTRU	**$4,484**	**$5,213**	**$5,213**	**$5,213**
2210 - TRANSPORTATION CAPITAL PROJECT				
BUDGET & FIN. SVCS GROUP				
Lease Pmts/OtherFees				
89813 2210 Advisor Fees	$10,756	$13,568	$13,568	$13,568
Fund Total - TRANSPORTATION CAPITAI	**$10,756**	**$13,568**	**$13,568**	**$13,568**
2360 - WATER AND SEWER				
BUDGET & FIN. SVCS GROUP				
Finance				
17020 Customer Service Office	$2,318,790	$2,659,473	$2,598,968	$2,963,088
Lease Pmts/OtherFees				
89805 2360 Advisor Fees	$1,410	$3,289	$3,289	$3,289
89809 2400 Advisor Fees	$3,075	$17,222	$4,722	$17,222
89810 2420 Advisor Fees	$824	$17,514	$5,014	$17,514
Dept. Total - Lease Pmts/OtherFees	**$5,309**	**$38,025**	**$13,025**	**$38,025**
Group Total - BUDGET & FIN. SVCS:	**$2,324,099**	**$2,697,498**	**$2,611,993**	**$3,001,113**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
DEVELOPMENT SVCS GROUP				
Building Safety				
17510 Cross Connection Control	$212,090	$220,067	$261,067	$225,125
NON-DEPARTMENTAL GROUP				
Non-Departmental				
11809 Fund 2360 Non-Dept			$3,463,778	
WATER SERVICES GROUP				
Env. Resources				
17010 Environmental Resources	$508,393	$524,231	$517,342	$537,929
17410 Water Conservation	$245,596	$320,901	$294,429	$315,811
17420 Water Quality	$968,381	$1,162,187	$1,108,775	$1,155,382
Dept. Total - Env. Resources	**$1,722,370**	**$2,007,319**	**$1,920,546**	**$2,009,122**
Utilities				
17110 Utilities Administration	$8,243,375	$6,343,982	$6,301,682	$6,433,504
17115 Safety Administration	$26,575	$122,107	$107,107	$0
17120 Information Management	$920,288	$1,097,575	$1,097,575	$1,071,445
17130 Public Service Representatives	$232,975	$286,629	$266,629	$221,824
17140 System Security	$486,631	$667,683	$617,683	$771,316
17150 Property Management	$94,306	$87,000	$87,000	$87,000
17160 Arrowhead Reclamation Plant	$1,985,990	$2,176,656	$2,046,656	$2,106,685
17170 West Area Plant	$3,474,060	$3,699,346	$3,438,346	$3,560,668
17210 Customer Service - Field	$954,716	$1,082,739	$1,082,739	$1,186,886
17220 Irrigation	$187,923	$193,583	$188,583	$195,269
17230 Raw Water Usage	$3,144,952	$3,482,182	$3,482,182	$3,382,182
17240 Central System Control	$1,004,554	$1,415,952	$1,165,952	$1,312,765
17250 Pyramid Peak Plant	$1,780,221	$1,627,555	$1,607,555	$1,712,457
17260 Cholla Treatment Plant	$3,221,671	$3,681,059	$3,181,059	$3,459,182
17280 Central System Maintenance	$369,176	$758,316	$708,316	$706,057
17290 Water Distribution	$3,105,131	$3,536,368	$3,366,368	$3,424,134
17300 Meter Maintenance	$669,091	$1,348,944	$1,113,944	$1,208,990
17310 Oasis Water Campus	$3,113,823	$4,277,656	$3,827,656	$4,104,326
17610 Pretreatment Program	$475,754	$533,992	$532,992	$526,731
17620 SROG (91st Ave) Plant	$2,547,780	$4,500,000	$3,400,000	$3,700,000
17625 99th Avenue Interceptor	$309,613		$200,000	$200,000
17630 Wastewater Collection	$2,354,389	$3,278,968	$3,044,468	$3,182,901
Dept. Total - Utilities	**$38,702,994**	**$44,198,292**	**$40,864,492**	**$42,554,322**
Group Total - WATER SERVICES:	**$40,425,364**	**$46,205,611**	**$42,785,038**	**$44,563,444**
Fund Total - WATER AND SEWER:	**$42,961,553**	**$49,123,176**	**$49,121,876**	**$47,789,682**

2440 - LANDFILL

PUBLIC WORKS GROUP				
Field Operations				
17710 Landfill	$4,079,685	$2,926,869	$3,121,513	$3,162,699
17720 Gas Management System	$139,306	$169,400	$169,400	$169,400

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
Field Operations				
17730 Solid Waste Admin	$578,055	$782,455	$787,207	$808,184
17740 Recycling	$772,004	$940,620	$904,328	$937,523
17750 MRF Operations	$1,800,754	$2,223,685	$1,764,571	$2,021,336
Dept. Total - Field Operations	**$7,369,804**	**$7,043,029**	**$6,747,019**	**$7,099,142**
Fund Total - LANDFILL:	**$7,369,804**	**$7,043,029**	**$6,747,019**	**$7,099,142**
2480 - SANITATION				
PUBLIC WORKS GROUP				
Field Operations				
17810 Sanitation Roll-off	$713,495	$939,201	$863,893	$795,098
17820 Sanitation Frontload	$3,132,858	$3,493,979	$3,493,979	$3,435,176
17830 Curb Service	$6,624,900	$6,960,004	$6,960,004	$7,548,223
17840 Residential-Loose Trash Collec	$2,402,881	$2,500,010	$2,551,090	$2,802,234
Dept. Total - Field Operations	**$12,874,134**	**$13,893,194**	**$13,868,966**	**$14,580,731**
Fund Total - SANITATION:	**$12,874,134**	**$13,893,194**	**$13,868,966**	**$14,580,731**
2500 - PUB HOUSING BUDGET ACTIVITIES				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
17910 Community Housing	$14,604,880	$8,487,034	$12,587,034	$12,609,126
Fund Total - PUB HOUSING BUDGET ACT	**$14,604,880**	**$8,487,034**	**$12,587,034**	**$12,609,126**
2530 - TRAINING FACILITY REVENUE FUND				
FIRE SERVICES GROUP				
Fire Department				
12590 PS Training Ops - Fire	$739,341	$760,451	$730,451	$763,314
POLICE SERVICES GROUP				
Police Department				
12390 PS Training Ops - Police	$309,425	$331,162	$331,162	$326,041
PUBLIC WORKS GROUP				
Field Operations				
13480 PS Training Ops - Fac. Mgmt.	$513,955	$353,664	$353,664	$455,462
Fund Total - TRAINING FACILITY REVEN	**$1,562,721**	**$1,445,277**	**$1,415,277**	**$1,544,817**

Schedule Three
Operating Budget by Program and Fund

Program Name	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
2538 - GLENDALE HEALTH CENTER				
FIRE SERVICES GROUP				
Fire Department				
12711 Glendale Health Center	$32,859	$54,000	$54,000	$54,000
Fund Total - GLENDALE HEALTH CENTE	**$32,859**	**$54,000**	**$54,000**	**$54,000**
2540 - RISK MANAGEMENT SELF INSURANCE				
HR & RISK MGT GROUP				
Human Resources				
18010 Risk Mgmt Trust Fund	$2,569,174	$2,844,278	$2,844,278	$3,068,438
Fund Total - RISK MANAGEMENT SELF I	**$2,569,174**	**$2,844,278**	**$2,844,278**	**$3,068,438**
2560 - WORKERS COMP. SELF INSURANCE				
HR & RISK MGT GROUP				
Human Resources				
18110 Worker's Compensation	$1,249,428	$1,407,000	$1,407,000	$1,407,000
Fund Total - WORKERS COMP. SELF INSU	**$1,249,428**	**$1,407,000**	**$1,407,000**	**$1,407,000**
2580 - BENEFITS TRUST FUND				
HR & RISK MGT GROUP				
Human Resources				
18210 Benefit Programs	$22,954,668	$24,481,185	$23,111,564	$23,117,869
Fund Total - BENEFITS TRUST FUND:	**$22,954,668**	**$24,481,185**	**$23,111,564**	**$23,117,869**
TOTAL -	**$315,603,350**	**$339,478,761**	**$333,256,683**	**$362,100,087**
TOTAL - OPERATING BUDGET	**$315,603,350**	**$339,478,761**	**$333,256,683**	**$362,100,087**

Schedule Four
FY 2012 Transfers Between Funds
(All Dollars in Thousands)

		TRANSFER FROM										
		1000 - General Fund	1340 - Highway Use Rev Fund	1600 - DIF Roadway Imp's	** 1640 - LTAF	1660 - Transport.	* 1780 - Arena Spec Rev	* 1770 - Zanjero Spec Rev	1900 - G.O. Bond Debt	1480 - DIF Citywide Rec Facility	Total In:	
T	* 1280 - Youth Sports Complex	$292									**$292**	T
R	* 1281 - Stadium Event Ops.	$2,062									**$2,062**	R
A	* 1282 - Arena Event Ops.	$15,926									**$15,926**	A
N	1660 - Transportation	$900			$0						**$900**	N
S	* 1740 - Civic Center	$407									**$407**	S
F	* 1760 - Airport Oper.	$61									**$61**	F
E	* 1820 - CAP Grants	$58									**$58**	E
R	1870 - Mkt'g Self-Sust.	$320									**$320**	R
	1900 - G.O. Bond Det									$209	**$209**	
	1920 - HURF Bond Debt		$1,353	$1,000		$1,000			$1,353		**$4,706**	
T	* 1930 - PFC Debt	$380									**$380**	T
O	* 1940 - MPC Debt	$10,207					$7,952	$1,283			**$19,442**	O
	1970 - Transp. Debt					$7,327					**$7,327**	
	* 2210 - Transp. Constr.					$7,467					**$7,467**	
	2500 - Comm. Housing	$307									**$307**	
	Total Out:	**$30,920**	**$1,353**	**$1,000**	**$0**	**$15,794**	**$7,952**	**$1,283**	**$1,353**	**$209**	**$59,864**	
		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 and again in FY 2012 in an effort to balance the state's budget.

Schedule Five
Expenditure Limitation and
Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	2010-11 Fiscal Year	Estimated 2011-12 Fiscal Year
Voter Approved Expenditure Limitation	$547,475,967	$503,458,845
Estimated Expenditures	$676,000,000	$638,000,000
Estimated Amount of Exclusions	($227,271,294)	($218,302,009)
Total Estimated Expenditures Subject to Limitation	$448,728,706	$419,697,991

1. Maximum Allowable Primary Property Tax Levy		
(ARS 42-17051.A)	**$4,701,477**	**$4,896,349**

2. Amount Received from Primary Property Taxation in the 2004-05 Fiscal Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy (ARS 42-302.C.14) plus Amount of Escaped Taxes		
Collected (ARS 42-17005)		

3. Property Tax Levy Amounts		
A. Primary Property Taxes	**$3,724,139**	**$2,943,561**
B. Secondary Property Taxes	**$24,022,147**	**$17,994,426**
C. Total Property Tax Levy Amounts	**$27,746,286**	**$20,937,987**

4. Property Taxes Collected*		
A. Primary Property Taxes		
1. 2010-11 Levy	**$3,649,656**	
2. Prior Years' Levies	**$74,483**	
3. Total Primary Property Taxes	**$3,724,139**	
B. Secondary Property Taxes		
1. 2010-11 Levy	**$23,541,704**	
2. Prior Years' Levies	**$480,443**	
3. Total Secondary Property Taxes	**$24,022,147**	

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		**$1,280,157,028**
B. Current Primary Net Assessed Valuation		**$1,307,087,287**
C. New Property Subject to Taxation		**$26,930,259**
D. Change in Primary Net Assessed Valuation Due to New Property		**2.1%**
E. Maximum Truth in Taxation Tax Levy		**$3,802,483**
F. Amount Over/(Under) Truth in Taxation Tax Levy		**($858,922)**

* 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 2008	FY 2009	FY 2010	FY 2011	FY 2012
Mayor - 111						
10010 Office of the Mayor						
Asst to the Mayor	1000	1	1	1	1	1
Exec Administrative Asst II	1000	1	1			
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000			1	1	1
Sr Mgmt Asst	1000	1	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	3	4
Council Srvcs Admin	1000	1	1	1	1	1
Exec Administrative Asst	1000		1	1	1	1
Secretary	1000		1	1	1	1
Sr Secretary	1000	2				
Program Total:		**7**	**7**	**7**	**6**	**7**
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	1
10140 Sahuaro District						
Council Member	1000	1	1	1	1	
Vice Mayor	1000					1
Program Total:		**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**	**12**	**13**
City Clerk - 121						
10210 City Clerk						
City Clerk	1000	1	1	1	1	1
Dep City Clerk	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	1
Secretary	1000	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 2008	FY 2009	FY 2010	FY 2011	FY 2012
City Clerk - 121						
10220 Records Management						
Records Mgmt Asst	1000	1	1	1	1	1
Records Supv	1000	1	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		
Exec Administrative Asst	1000	2	3	3	2	2
Mgmt Asst	1000				1	1
Mgmt Asst II	1000		1	1		
Mgmt Asst to the City Mgr	1000	1	1	1	1	1
Special Projects Admin	1000	1				
Sr Mgmt Asst	1000	1	1	1	1	1
Program Total:		**8**	**9**	**9**	**7**	**7**
City Manager Total:		**8**	**9**	**9**	**7**	**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	2	2		
Mgmt Asst	1000	1				
Sr Secretary	1000		0.5	0.5		0.5
Program Total:		**4**	**4.5**	**4.5**	**2**	**2.5**
City Auditor Total:		**4**	**4.5**	**4.5**	**2**	**2.5**
Intergovt. Programs - 133						
10910 Intergovernmental Programs						
Dep Intergov Programs Dir	1000	1	1	1		
Intergov Programs Admin	1000				2	2
Intergov Programs Dir	1000	1	1	1	1	1
Legislative Coordinator	1000	1	1	1		
Mgmt Aide	1000	1				
Mgmt Asst	1000		1	1	1	1
Program Total:		**4**	**4**	**4**	**4**	**4**
Intergovt. Programs Total:		**4**	**4**	**4**	**4**	**4**
Env. Resources - 135						
17010 Environmental Resources						
Environmental Program Mgr	2360	3	3	3	3	3
Environmental Resource Dir	2360	1	1	1	1	1
Sr Secretary	2360	1	1	1	1	1
Program Total:		**5**	**5**	**5**	**5**	**5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Env. Resources - 135						
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
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:		**10**	**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	1
City Judge	1000	2	2	2	2	2
Coll Rep	1000	1	1	1	1	1
Court Accounting Supv	1000	1	1	1	1	1
Court Admin	1000	1	1	1	1	1
Court Clerk I	1000	4	3	3	3	3
Court Clerk II	1000	26	27	25	23.2	23.2
Court Clerk III	1000	3	3	3	2	2
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	2	2	2	1.75	1.75
Court Supv	1000	1	1	1		
Dep Court Admin	1000	2	2	2	1	1
Judicial Asst	1000	1	1	1	1	1
Police Officer	1000	2	2	2	2	
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	1	1	1	0.8	0.8
Program Total:		**50**	**50**	**48**	**42.75**	**40.75**
10510 Court Security						
Police Officer	1240	1	1	1	1	1
10520 Court Time Payments						
Court Clerk II	1240				1	1
City Court Total:		**51**	**51**	**49**	**44.75**	**42.75**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
City Attorney - 151						
10610 City Attorney						
Asst City Attorney	1000	3	3	3	3	2
Asst City Prosecutor	1000	7	8	9	7	7
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	1	2	1	1	1
Dep City Attorney	1000	2	2	2	2	3
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
Public Safety Staff Attorney	1000					1
Secretary	1000	2	2	2	2	2
Sr Asst City Prosecutor	1000	1				
Sr Secretary	1000	5	5	5	5	5
Victim Assistance Caseworker	1000	1	1	1	1	1
Program Total:		**27**	**28**	**28**	**26**	**27**
City Attorney Total:		**27**	**28**	**28**	**26**	**27**
Marketing and Comm. - 154						
10810 Marketing						
Asst Dep City Mgr	1000		1	1		
Comm Dir	1000	1				
Creative Designer	1000	2	2	2	2	1
Creative Services Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000					1
Dep Comm Dir	1000	1	1	1	1	1
Economic Development Admin	1000		1	1		
Exec Comm Dir	1000				1	1
Marketing & Comm Coord	1000	1	1	1	1	1
Marketing & Comm Mgr	1000	1	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	
Web Content Program Mgr	1000	2	2	2	2	2
Program Total:		**12**	**13**	**14**	**10**	**10**
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	0.5	0.5	0.5
CVB Mgr	1000					1
Dep Comm Dir	1000	1	1	1	1	
Tourism Coordinator	1000	1	1	1	1	1
Tourism Manager	1000	1	1	1	1	
Program Total:		**3.5**	**3.5**	**3.5**	**3.5**	**2.5**
14110 City-Wide Special Events						
Special Events Coord	1000	1	1	1	1	0.75
Special Events Division Mgr	1000	1	1	1	1	1
Special Events Program Manager	1000	2	2	2	2	2
Program Total:		**4**	**4**	**4**	**4**	**3.75**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Marketing and Comm. - 154						
14115 Audio/Visual						
Audio/Visual Coordinator	1000				1	1
Audio/Visual Network Spec	1000				1	1
Program Total:					**2**	**2**
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	1	1
Media Production Spec	1000				4	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		
Program Total:		**7**	**7**	**7**	**7**	**7**
Marketing and Comm. Total:		**26.5**	**27.5**	**28.5**	**26.5**	**25.25**
Conv./Media/Parking - 155						
10890 Convention/Media/Parking						
Chief Broadcast Engineer	1000	1				
10891 Media Center Operations						
Chief Broadcast Engineer	1000		1	1	1	1
Conv./Media/Parking Total:		**1**	**1**	**1**	**1**	**1**
Comm. Action Program - 171						
32040 Community Action Program (CAP)						
Community Action Program Admin	1820	1	1	1	1	
Community Eligibility Rep	1820	1.5	1.5	2.5	2.5	
Community Eligibility Spec	1820	2	2	1	1	
Customer Assistance Rep	1820	1	1	1	1	
Mgmt Aide	1820	1	1	1	1	
Office Asst	1820	0.5	0.5	0.5	0.5	
Program Total:		**7**	**7**	**7**	**7**	
32056 Case Mgmt-TANF Admin						
Community Eligibility Rep	1820					2.5
Community Eligibility Spec	1820					1
Program Total:						**3.5**
32060 Community Svcs Block Grant-Adm						
Community Action Program Admin	1820					1
Customer Assistance Rep	1820					1
Mgmt Aide	1820					1
Office Asst	1820					0.5
Program Total:						**3.5**
Comm. Action Program Total:		**7**	**7**	**7**	**7**	**7**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Human Resources - 191						
11010 Risk Management/Safety						
Employee Safety Specialist	1000	1	1	1		
Loss Control Supervisor	1000	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		
Worker's Comp Claims Analyst	1000	1	1	1	1	
Program Total:		**5**	**6**	**6**	**2**	**1**
11020 Benefits						
Employee Benefits Rep	1000	1.75	2	1.75	0.25	
HR Generalist	1000				1	1
Occupational Health Nurse	1000	1				
Sr Customer Assistance Rep	1000					1
Sr HR Analyst	1000	1	1	1		
Program Total:		**3.75**	**3**	**2.75**	**1.25**	**2**
11030 Human Resources Administration						
Asst HR Dir	1000	1	1	1	1	1
Dep HR Dir	1000	1				
HR & Risk Mgmt Dir	1000	1	1	1	1	1
HR Coord	1000					1
HR Generalist	1000				1	
HR Program Coord	1000	0.75				
HR Tech	1000	0.75				
HR Technology Analyst	1000					1
Mgmt Asst	1000	1	1	1	1	1
Sr HR Analyst	1000	2	2	2		
Sr HR Technology Analyst	1000		1	1	1	
Program Total:		**7.5**	**6**	**6**	**5**	**5**
11040 Employment Services						
HR Admin	1000					1
HR Analyst	1000	2	2	2		
HR Coord	1000					1
HR Generalist	1000				1	2
HR Program Coord	1000		0.75	1	1	
HR Program Mgr	1000	1	1	1	1	
HR Spec	1000	1				
HR Tech	1000	0.75				
Sr HR Analyst	1000	1				
Program Total:		**5.75**	**3.75**	**4**	**3**	**4**
11050 Employee Relations						
HR Admin	1000					1
HR Analyst	1000	1	1			
HR Generalist	1000				1	1
HR Program Mgr	1000	1	1	1	1	
HR Tech	1000		0.75	0.75		
Sr HR Analyst	1000			1		
Program Total:		**2**	**2.75**	**2.75**	**2**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Human Resources - 191						
11060 Compensation						
Dep HR Dir	1000	1	1	1	1	1
HR Admin	1000					1
HR Analyst	1000	1				
HR Coord	1000					1
HR Program Mgr	1000	1	1	1	1	
HR Tech	1000		2.5	2.5	3	1
Mgmt Asst	1000		1	1	1	
Sr Customer Assistance Rep	1000					0.75
Sr HR Tech	1000	1				
Program Total:		**4**	**5.5**	**5.5**	**6**	**4.75**
11070 Organizational Development						
Dep HR Dir	1000	1	1	1		1
Employee Devel Coord	1000					1
HR Generalist	1000				1	1
HR Program Mgr	1000			1		
Sr HR Analyst	1000	1	2	1		
Program Total:		**2**	**3**	**3**	**1**	**3**
18010 Risk Mgmt Trust Fund						
Occ Health & Wellness Nurse	2540					0.75
Risk & Safety Analyst	2540					3
Risk Mgmt Claims Analyst	2540				1	
Program Total:					**1**	**3.75**
Human Resources Total:		**30**	**30**	**30**	**21.25**	**25.5**
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	
Exec Administrative Asst	1000		1	1	1	1
Exec Administrative Asst II	1000		1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	
Program Total:		**2**	**4**	**4**	**4**	**2**
Admin Svcs Admin. Total:		**2**	**4**	**4**	**4**	**2**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Finance - 221						
11310 Finance Administration						
Account Spec	1000		1			
Dep Finance Dir	1000	2	2	2	1	
Finance Dir	1000					1
Finance Dir/CFO	1000	1	1	1		
Financial Administrative Coord	1000	1	1			
Mgmt Asst	1000		1	1	1	1
Office Support Supv	1000			1	1	1
Revenue Admin	1000					1
Secretary	1000	2	2	2		2
Sr Secretary	1000	1	1	1	1	
Program Total:		**7**	**9**	**8**	**4**	**6**
11320 Accounting Services						
Account Spec	1000	4	3	4	3	2
Account Spec II	1000			2	2	2
Accountant I	1000	5	5	5	4	4
Accountant II	1000	5	5	5	4	4
Accounting Mgr	1000	2	2	2	2	2
Office Support Supv	1000	1	1			
Payroll & Accts Payable Supv	1000	1	1	1	1	1
Payroll Spec	1000	2	2			
Secretary	1000	1				
Program Total:		**21**	**19**	**19**	**16**	**15**
11340 License/Collection						
Account Spec	1000	0.5				
Billing & Compliance Spec	1000	1				
Coll Rep	1000	1	1	1	1	1
Reg Licensing & Compl Analyst	1000		2	3	2	2
Sr Applications Analyst	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	2	2	2	0.5	
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	3	3	3	3	2
Program Total:		**9.5**	**10**	**11**	**8.5**	**7**
11350 Regulatory & Communication						
Regulatory Licensing Analyst	1000	1				

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Finance - 221						
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	9
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	2
Customer Relations Supv	2360	1	1	1	1	
Duplicating Coord	2360	1	1	1	1	
Office Asst	2360	1	1			
Reg Licensing & Compl Analyst	2360					1
Revenue Recovery Supv	2360	1	1	1	1	1
Secretary	2360			1	1	
Sr Account Spec	2360	5	5	5	5	4
Sr Billing & Compliance Spec	2360					2
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**	**73.5**	**73.5**	**64**	**63.5**
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	2
Dep Chief Info Tech Officer	1000	1	1	1	1	1
Help Desk Support Spec	1000	2	3	3	2	3
Help Desk Supv	1000	1	1	1	1	1
Info Technology Mgr	1000	4	4	1	4	4
Info Technology Project Mgr	1000		1			
Mgmt Aide	1000	1	1	1		
Network Engineer	1000	1	1	1	1	1
Sr Applications Analyst	1000	1	1	1	1	1
Sr GIS Analyst	1000	1	1	1	1	1
Sr Network Engineer	1000	1	1	1	1	1
Sr Sys Admin	1000		1	1	1	1
Sys Admin	1000	4	3	3	3	3
Sys Analyst	1000	7	6	6	5	3
Program Total:		**28**	**29**	**29**	**25**	**25**
11520 Telephones						
Voice Comms Admin	1100	1	1	1	1	1
11530 Technology Replacement						
Mgmt Aide	1140	1	1	1	1	1
Info. Technology Total:		**30**	**31**	**31**	**27**	**27**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Management & Budget - 241						
11360 Purchasing						
Contract Analyst	1000	3	3	3	3	2
Contract Spec	1000	1	1	1		
Materials Mgr	1000	1	1	1	1	
Program Total:		**5**	**5**	**5**	**4**	**2**
11370 Warehouse						
Materials Control Asst	1000	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**	**4.75**	**4.75**
11610 Budget & Research						
Asst Budget Dir	1000	1	1	1	1	1
Budget Analyst	1000	2	2	2	1	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		
Secretary	1000	0.5	0.5	0.5		
Sr Mgmt Asst	1000				1	1
Program Total:		**1.5**	**1.5**	**1.5**	**1**	**1**
Management & Budget Total:		**18.25**	**18.25**	**18.25**	**15.75**	**13.75**
Police Department - 312						
12110 Police Legal Services						
Police Officer	1000	3	2	1		
Police Sergeant	1000		1			
Public Safety Staff Attorney	1000	1	1	1	1	
Program Total:		**4**	**4**	**2**	**1**	
12120 Police Administration						
Asst Police Chief	1000		2	2	2	2
Asst Police Dir	1000	1	1	1		
Mgmt Aide	1000	1	1			
Mgmt Asst	1000	2	2	3	3	3
Police Chief	1000	1	1	1	1	1
Police Crime/Stats Analyst	1000		3	3		
Police Lieutenant	1000		1	1	1	1
Police Officer	1000	1	3	3	2	4
Police Plan & Research Analyst	1000	1	1	1	1	1
Police Sergeant	1000	2	4	5	5	4
Police Support Srvcs Supv	1000					2
Police Tech Srvcs Mgr	1000		2	2	1	
Sr Secretary	1000	1	1	4	3	3
Victim Assistance Caseworker	1000	1				
Program Total:		**11**	**22**	**26**	**19**	**21**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Police Department - 312						
12130 Central Patrol Bureau						
Mgmt Asst	1000	1				
Police Aide	1000	1				
Police Commander	1000	1	1	1	1	1
Police Community Srvcs Officer	1000			1		
Police Crime Prevention Spec	1000	3	3	3		3
Police Lieutenant	1000	4	3	5	5	5
Police Officer	1000	108	105.5	96	101	94
Police Records Tech	1000			1		
Police Sergeant	1000	14	14	12	13	15
Police Volunteer Coord	1000	1	1			
Secretary	1000	1	1	1		
Program Total:		**134**	**128.5**	**120**	**120**	**118**
12150 Crime Investigations						
Asst Police Chief	1000	2				
Mgmt Aide	1000	5	3	3	3	2
Police Commander	1000	1	1	1	1	1
Police Crime/Stats Analyst	1000	3			1	1
Police Crisis Srvcs Coord	1000	1				
Police Identification Supv	1000			1	1	1
Police Identification Tech	1000	5	5	6	5	5
Police Lieutenant	1000	4	3	3	3	3
Police Officer	1000	48	56	58	57	60
Police Officer (Assignment)	1000	1	1			
Police Sergeant	1000	7	7	9	9	9
Police Tech Srvcs Bureau Admin	1000	1				
Sr Secretary	1000	1	1	1	1	1
Victim Assistance Caseworker	1000	2	3	3	2	2
Program Total:		**81**	**80**	**85**	**83**	**85**
12160 Police Personnel Management						
Police Commander	1000	1	1	1	1	1
Police Crisis Srvcs Coord	1000		1	1		
Police Hiring Coord	1000		3	3		
Police Lieutenant	1000	1				
Police Officer	1000	9	6	12	14	14
Police Officer (Assignment)	1000	1	1			
Police Sergeant	1000	2	3	5	5	4
Police Tech Srvcs Mgr	1000		1	1		
Police Volunteer Coord	1000			1	1	1
Secur Officer	1000	4	4	4	3	3
Secur Srvcs Coord	1000	1	1	1	1	1
Program Total:		**19**	**21**	**29**	**25**	**24**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Police Department - 312						
12170 Foothills Patrol Bureau						
Police Commander	1000	1	1	1	1	1
Police Community Srvcs Officer	1000					1
Police Crime Prevention Spec	1000	3	3	3		3
Police Crime/Stats Analyst	1000				1	1
Police Lieutenant	1000	5	5	4	4	4
Police Officer	1000	90	84.5	95	92	92
Police Sergeant	1000	13	12	12	11	12
Secretary	1000	1	1	1	1	1
Program Total:		**113**	**106.5**	**116**	**110**	**115**
12180 Police Support Services						
Customer Assistance Rep	1000	1				
Police Comm Spec	1000	8.25	1			
Police Comm Supv	1000	1				
Police Community Srvcs Officer	1000	8	9	8		5
Police Detention Officer	1000	1				
Police Hiring Coord	1000	1				
Police Identification Supv	1000	1	1			
Police Identification Tech	1000	1	1			
Police Officer	1000	10	4			
Police Polygraph Examiner	1000	1				
Police Property/Evid Custodian	1000	3	3	3	3	3
Police Records Tech	1000	15.5	15.5	14.5	12.5	11.5
Police Sergeant	1000	1	1			
Police Support Srvcs Supv	1000	2	2	2	1	1
Police Tech Srvcs Bureau Admin	1000		1	1		
Police Tech Srvcs Mgr	1000	1	1	1	1	1
Property Room Supv	1000	1	1	1	1	1
Public Safety Tech Srvcs Admin	1000				1	1
Sr Secretary	1000	3	3			
Srvc Worker III (Fleet)	1000	1	1	1		1
Sys Analyst	1000	1				
Program Total:		**61.75**	**44.5**	**31.5**	**19.5**	**24.5**
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1000	1				
Public Safety Events Scheduler	1282		1	1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**
12215 PD - Tow Administration						
Mgmt Aide	1000		1	1	1	1
12220 PD - Detention						
Police Detention Officer	1000	8	9	9	6	6
Police Support Srvcs Supv	1000	3	3	3	3	2
Police Tech Srvcs Mgr	1000	1	1	1	1	1
Program Total:		**12**	**13**	**13**	**10**	**9**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Police Department - 312						
12230 PD - Communications						
Comm Sys Tech	1000			1	1	1
Police Comm Spec	1000	23.25	26.5	27.5	24.5	23.5
Police Comm Supv	1000	4	5	5	5	4
Police Comm Sys Spec	1000	1	1	1	1	1
Police Comm Sys Tech	1000	1	1			
Police Ops Mgr	1000	1	1	1	1	1
Program Total:		**30.25**	**34.5**	**35.5**	**32.5**	**30.5**
12231 Stadium - PD Event Staffing						
Mgmt Aide	1000	1				
Public Safety Events Scheduler	1000	1				
Mgmt Aide	1281		1	1	1	1
Public Safety Events Scheduler	1281		1	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	1
Police Lieutenant	1000	2	4	3	3	3
Police Officer	1000	24	27	25	24	26
Police Officer (Assignment)	1000	1	1	1	1	1
Police Sergeant	1000	9	10	9	9	8
Police Support Srvcs Supv	1000	1	1	1		
Program Total:		**42**	**48**	**44**	**38**	**39**
12235 PD - Emergency Management						
Asst Homeland Security Dir	1000				1	
Building Maintenance Worker	1000				1	1
Emergency Mgmt Admin	1000					1
Emergency Srvcs Coord	1000				1	1
Homeland Security Dir	1000				1	
Mgmt Aide	1000				1	1
Police Ops Mgr	1000					1
Sys Admin	1000				1	1
Program Total:					**6**	**6**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Police Department - 312						
12310 Patrol - Special Revenue Fund						
Computer Ops Supv	1700			1		
Database Admin	1700		1	1	1	
Info Technology Mgr	1700				1	1
Info Technology Project Mgr	1700		1			
Legal Asst	1700		1	1	1	
Mgmt Aide	1700		6	4	4	5
Mgmt Asst	1700					2
Police Aide	1700		3	1	1	1
Police Comm Spec	1700	4	10	10	10	9
Police Detention Officer	1700	6	9	9	9	8
Police Hiring Coord	1700			1	1	1
Police Lieutenant	1700		1	1	1	1
Police Officer	1700	32	75	75	74	74
Police Officer Trainee	1700				1	1
Police Records Tech	1700		3	3	3	3
Police Sergeant	1700		4	4	4	4
Police Support Srvcs Supv	1700		1	1	1	2
Police Tech Srvcs Mgr	1700			1	1	1
Programs Admin	1700				1	1
Secretary	1700			1	1	1
Secur Officer	1700		1	2	2	1
Sr HR Analyst	1700		1	1		
Sys Analyst	1700					1
Victim Assistance Caseworker	1700		1	1	1	1
Program Total:		**42**	**118**	**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	1
33018 VOCA 2003-113						
Victim Assistance Caseworker	1840	2	2	1	1	1
Police Department Total:		**557.5**	**628.5**	**628.5**	**590.5**	**598.5**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Fire Department - 331						
12410 Fire Administration						
Asst Fire Chief	1000		2	3	2	2
Dep Fire Chief (40 hrs)	1000			3	2	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		1
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000			2	1	2
Fire Finance/Budget Coord	1000	1	2	1	1	1
Fire Mgmt Analyst	1000				1	1
Mgmt Aide	1000	1	2	1	1	1
Mgmt Asst	1000		1	2	2	2
Programs Admin	1000				1	1
Secretary	1000	0.5	0.5			
Sr HR Analyst	1000		1	1		
Sr Secretary	1000			0.5		
Program Total:		**4.5**	**13.5**	**17.5**	**13**	**14**
12415 Fire Admin Services						
Fire Finance/Budget Coord	1000	1				
Mgmt Aide	1000	1				
Program Total:		**2**				
12420 Fire Life Safety Services Adm.						
Asst Fire Chief	1000	2				
Fire Battalion Chief (40 Hrs)	1000	1	1			
Program Total:		**3**	**1**			
12421 Fire Special Operations						
Sr HR Analyst	1000	1				
12422 Fire Operations						
Dep Fire Chief (52 hrs)	1000			3	3	3
Fire Battalion Chief (40 Hrs)	1000	1	3	4		1
Fire Battalion Chief (52 Hrs)	1000	4	5	5	5	4
Fire Captain (40 Hrs)	1000			2	8	1
Fire Captain (52 Hrs)	1000	49	49	49	44	51
Fire Comm Outreach Coord	1000		1	1	1	1
Fire Crisis Response Vol Coord	1000	1	1	1	1	1
Fire Engineer (40 Hrs)	1000				3	1
Fire Engineer (52 Hrs)	1000	43	44	46	43	46
Fire Fighter (40 Hrs)	1000				4	4
Fire Fighter (52 Hrs)	1000	94	83	84	75	74
Programs Admin	1000				1	1
Program Total:		**192**	**186**	**195**	**188**	**188**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Fire Department - 331						
12433 Fire Resource Management						
Dep Fire Chief (40 hrs)	1000			1		
Fire Battalion Chief (40 Hrs)	1000	1	2	1		
Fire Battalion Chief (52 Hrs)	1000	1				
Fire Captain (40 Hrs)	1000	1	1	1		
Fire Engineer (52 Hrs)	1000		1			
Mgmt Asst	1000	1				
Programs Admin	1000				1	1
Public Safety Tech Srvcs Admin	1000				1	1
Srvc Worker I	1000	1	1	1		
Srvc Worker II	1000	1	1	1	2	2
Sys Analyst	1000	1	1	1		1
Program Total:		**7**	**7**	**6**	**4**	**5**
12434 Fire Training						
Fire Battalion Chief (40 Hrs)	1000	1				
Fire Battalion Chief (52 Hrs)	1000	1	1			
Fire Captain (40 Hrs)	1000	2	2			
Program Total:		**4**	**3**			
12436 Fire Medical Services & Health						
Fire Battalion Chief (40 Hrs)	1000	2				
Fire Battalion Chief (52 Hrs)	1000		2			
Fire Captain (52 Hrs)	1000	1				
Fire Engineer (52 Hrs)	1000		1			
Program Total:		**3**	**3**			
12437 Fire Assessment & Planning						
Fire Budget & Project Mgr	1000	1				
12441 Fire Marshal's Office						
Asst Fire Marshal	1000	1	2	2	1	1
Fire Battalion Chief (40 Hrs)	1000	1	1	1		
Fire Captain (52 Hrs)	1000	1				
Fire Insp I	1000	2	2	2	3	2
Fire Insp II	1000	4	4	4	3	5
Fire Marshal	1000			1	1	1
Fire Protection Engineer I	1000	1	1			
Mgmt Aide	1000	1	1	1	1	
Plans Examiner	1000	1	1	1	1	1
Program Total:		**12**	**12**	**12**	**10**	**10**
12444 Fire Community Services						
Fire Battalion Chief (40 Hrs)	1000	1	2			
Fire Comm Outreach Coord	1000	3	2			
Fire Fighter (52 Hrs)	1000		1			
Program Total:		**4**	**5**			
12490 Arena - Fire Event Staffing						
Secretary	1000	1				
Secretary	1282		1	1	1	1
Program Total:		**1**	**1**	**1**	**1**	**1**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Fire Department - 331						
12491 Ambulance Services						
Fire Captain (40 Hrs)	1000	1	1	1		
Fire Captain (52 Hrs)	1000				1	1
Secretary	1000	1	1			
Sr Secretary	1000			1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
12590 PS Training Ops - Fire						
Dep Fire Chief (40 hrs)	2530			1	1	1
Fire Battalion Chief (40 Hrs)	2530	1	1			
Fire Captain (40 Hrs)	2530	1	1	1	1	1
Mgmt Aide	2530	1	1	1	1	1
Mgmt Asst	2530	1	1	1	1	1
Secretary	2530	1	1	1	1	1
Srvc Worker II	2530	1	1	1	1	1
Program Total:		**6**	**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	1
Emergency Srvcs Coord	1720			1		1
Fire Battalion Chief (40 Hrs)	1720		2	2	1	
Fire Battalion Chief (52 Hrs)	1720				1	2
Fire Captain (40 Hrs)	1720		6	5	1	1
Fire Captain (52 Hrs)	1720		1	1	5	5
Fire Crisis Response Vol Coord	1720		3	3	2	2
Fire Dept Staff Counselor	1720		1	1	1	1
Fire EMS Coordinator	1720			1	1	1
Fire Engineer (52 Hrs)	1720	4	4	4	4	4
Fire Fighter (40 Hrs)	1720				3	1
Fire Fighter (52 Hrs)	1720	17	23	23	26	27
Fire Insp I	1720		1			
Fire Insp II	1720			1	1	1
Fire Protection Engineer II	1720		1	1		
Mgmt Aide	1720		2	2	2	2
Secretary	1720		1	1		
Shop Maint Coord	1720		1	1	1	1
Srvc Worker III	1720		2	1	1	1
Program Total:		**21**	**50**	**50**	**51**	**51**
Fire Department Total:		**263.5**	**289.5**	**289.5**	**275**	**277**
Fire Department - 333						
12492 Air-Med & Logistics Ops (HALO)						
Fire Fighter (52 Hrs)	1000		3	3	3	3
Mgmt Aide	1000		1	1	1	1
Program Total:			**4**	**4**	**4**	**4**
Fire Department Total:			**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Homeland Security - 341						
12810 Homeland Security Admin.						
Homeland Security Dir	1000	1	1	1		
12820 Emergency Operations Ctr (EOC)						
Asst Homeland Security Dir	1000	1	1	1		
Building Maintenance Worker	1000	1	1	1		
Emergency Srvcs Coord	1000			2		
Mgmt Aide	1000	1	1	1		
Operations & Training Officer	1000	1	1			
Sys Admin	1000	1	1	1		
Sys Analyst	1000	1	1			
Program Total:		**6**	**6**	**6**		
Homeland Security Total:		**7**	**7**	**7**		
Comm. Services Adm - 411						
14510 Comm. Services Admin.						
Dep City Mgr	1000	1	1	1	1	
Sr Mgmt Asst	1000	1	1	1		
Program Total:		**2**	**2**	**2**	**1**	
Comm. Services Adm Total:		**2**	**2**	**2**	**1**	
Parks & Recreation - 421						
13010 Pool Maintenance						
Srvc Worker III (Parks)	1000	3	3	3	2	2
13020 Park Irrigation						
Crewleader (Parks)	1000	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**	**3**	**3**
13030 Parks CIP & Planning						
Dep Parks & Rec Dir	1000	1	1	1		
Parks & Rec Projects Coord	1000	2	2	2	2	2
Program Total:		**3**	**3**	**3**	**2**	**2**
13040 Parks Maintenance						
Crewleader (Parks)	1000	3	3	3	2	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		
Playground Equip Srvc Worker	1000	2	2	2	2	2
Secretary	1000	1	1	1	1	1
Sr Heavy Equip Srvc Worker	1000	1	1	1	1	1
Srvc Worker I (Parks)	1000	4	4			
Srvc Worker II (Parks)	1000	9	9	13	10	8
Srvc Worker III (Parks)	1000	4	4	3	5	4
Program Total:		**28**	**28**	**27**	**23**	**20**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Parks & Recreation - 421						
14610 Parks & Recreation Admin.						
Parks & Rec Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	
Program Total:		**2**	**2**	**2**	**2**	**1**
14620 Glendale Community Center						
Rec Programmer	1000	1	1	1	1	1
Sr Rec Coord	1000	2	2	2	1	1
Program Total:		**3**	**3**	**3**	**2**	**2**
14630 Recreation Support Services						
Mgmt Asst	1000	1	1	1	1	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		
Support Srvc Supv	1000	1	1	1		
Program Total:		**8**	**8**	**8**	**6**	**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				
Srvc Worker II (Parks)	1000		1	1	2	2
Support Srvc Supv	1000				1	1
Program Total:		**6**	**6**	**6**	**8**	**8**
14650 Youth and Teen						
Rec Coord	1000	1	1			
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	4.5	4.5	5.25	4.5	3.75
Sr Rec Coord	1000	1	1	2	1	2
Program Total:		**7.5**	**7.5**	**8.25**	**6.5**	**6.75**
14660 Special Events and Programs						
Rec Coord	1000	1	1	1		
Rec Mgr	1000	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**1**	**1**
14670 Sports and Health						
Dep Parks & Rec Dir	1000	1	1	1	1	1
Park Mgr	1000				1	1
Rec Coord	1000	3	3	3	1	1
Rec Mgr	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000				1	1
Program Total:		**5**	**5**	**5**	**5**	**5**
14680 Aquatics						
Sr Rec Coord	1000	1	1	1	1	1

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Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Parks & Recreation - 421						
14690 Audio/Visual						
Audio/Visual Coordinator	1000	1	1	1		
Audio/Visual Network Spec	1000	1	1	1		
Program Total:		**2**	**2**	**2**		
14700 Marketing - Parks & Rec						
Mgmt Asst	1000	1	1	1	1	1
Rec Programmer	1000				0.75	0.75
Program Total:		**1**	**1**	**1**	**1.75**	**1.75**
14710 Park Rangers						
Park Mgr	1000	1	1	1		
Park Ranger	1000	3	3	3	3	3
Srvc Worker III (Parks)	1000			1		
Program Total:		**4**	**4**	**5**	**3**	**3**
14740 Copper Canyon HS Youth Dev Prg						
Rec Programmer	1000	0.75	0.75			
14760 Historic Sahuaro Ranch						
Rec Coord	1000			1	1	1
Rec Programmer	1000	1	1			
Sr Rec Coord	1000	2	2	2	2	2
Program Total:		**3**	**3**	**3**	**3**	**3**
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880				1	1
14840 Sports Self Sustaining						
Rec Coord	1880				1	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:		**89.25**	**89.25**	**88.25**	**76.25**	**72.5**
Parks & Recreation - 422						
14720 Foothills Recreation Center						
Building Maintenance Worker	1000	1	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	2	2.75
Secretary	1000	1	1	1		
Sr Rec Coord	1000	2	2	2	2	1
Srvc Worker II (Parks)	1000	1	1	1	1	1
Program Total:		**10**	**10**	**10**	**8**	**7.75**
Parks & Recreation Total:		**10**	**10**	**10**	**8**	**7.75**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Civic Center - 431						
11710 Civic Center						
Civic Center Event Coord	1740	3	3	3	3	3
Civic Center Mgr	1740	1	1	1		
Civic Center Ops Coord	1740	1	1	1	1	1
Mgmt Aide	1740					1
Secretary	1740	1	1	1	1	
Srvc Worker III (Bldg Maint)	1740	1	1	1	1	1
Program Total:		**7**	**7**	**7**	**6**	**6**
Civic Center Total:		**7**	**7**	**7**	**6**	**6**
Comm. Partnerships - 441						
15010 Community Revitalization						
Dep City Mgr	1000					1
Revitalization Admin	1000	1	1	1	1	1
Revitalization Grants Supv	1000	1	1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**3**
15015 Neighborhood Partnership						
Mgmt Aide	1000		0.5	0.5		0.5
Neighborhood Partnership Admin	1000	1	1	1	1	1
Neighborhood Srvcs Coord	1000	3	3	3	2	3
Sr Secretary	1000	1	1	1	1	1
Program Total:		**5**	**5.5**	**5.5**	**4**	**5.5**
15025 Mega Events - N'Hood/Volunteer						
Rec Programmer	1000	0.5				
17910 Community Housing						
Account Spec II	2500	1	1	1	1	1
Accountant I	2500	1	1	1	1	
Bldg Maint Leader	2500				1	1
Bldg Maint Supv	2500	1	1	1	1	1
Building Maintenance Worker	2500	3	3	3	2	2
Community Partnerships Dir	2500	1	1	1	1	1
Housing Assistance Rep	2500	9	10	10	10	10
Housing Srvcs Admin	2500	1	1	1	1	1
Housing Supv	2500	1	1	1	1	1
Mgmt Asst	2500	1	1			1
Secretary	2500	3	2	2	2	2
Sr Mgmt Asst	2500	1	1	2	1	1
Sr Secretary	2500	1	1	1	1	1
Srvc Worker I (Bldg Maint)	2500	1	1	1	1	1
Program Total:		**25**	**25**	**25**	**24**	**24**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Comm. Partnerships - 441						
31001 CDBG Programs						
Account Spec II	1320	1	1	1	1	1
Mgmt Asst	1320	0.75	0.75	0.75	0.75	0.75
Revitalization Coord	1320	4	4	4	4	4
Revitalization Supv	1320	1	1	1	1	1
Secretary	1320	1	1	1	1	1
Sr Secretary	1320	1	1	1	1	1
Program Total:		**8.75**	**8.75**	**8.75**	**8.75**	**8.75**
Comm. Partnerships Total:		**41.25**	**41.25**	**41.25**	**38.75**	**41.25**
Library & Arts - 452						
15220 Library						
Account Spec	1000	2	2	2	2	2
Computer Ops Supv	1000	1	1			
Courier	1000	1	1	1	1	1
Creative Designer	1000	1				
Librarian I	1000	3.5	2.5	1.5	3.5	
Librarian II	1000	21.25	21.25	22.25	16.25	18.75
Librarian III	1000	6	6	6	3	3
Librarian IV	1000	4	4	4	4	4
Library Asst I	1000	3	3	3	4	4
Library Asst II	1000	3	3	3	1.63	1.63
Library Asst III	1000	13.75	13.75	13.75	13.25	13.25
Library Circulation Clerk	1000	11.26	11.26	11.26		
Library Dir	1000	1	1	1	1	1
Library Graphics Coord	1000		1	1	1	1
Library Mgr	1000	5	6	6	5	4
Library Ops Supv	1000	5	5	4	4	4
Library Technology Coord	1000			2	2	1
Library Technology Supv	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1	1	1
PC Support Specialist II	1000	3	3	3	2	2
Public Service Asst	1000				2.63	6.5
Secretary	1000				1	1
Program Total:		**86.76**	**86.76**	**86.76**	**69.26**	**70.13**
15230 Arts Maintenance - Admin.						
Arts & Cultural Admin	1000	1	1	1		
Library & Arts Total:		**87.76**	**87.76**	**87.76**	**69.26**	**70.13**
Grants - 470						
32123 Domestic Violence Grant						
Mgmt Asst	1840	1				
32136 DV Pilot Project Grant						
Mgmt Asst	1840		1	1	1	1
Grants Total:		**1**	**1**	**1**	**1**	**1**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Community Dev Admin - 511						
15510 CD Deputy City Manager						
Dep City Mgr	1000	1	1	1	1	1
Exec Administrative Asst	1000	1				
Exec Administrative Asst II	1000	1				
Sr Mgmt Asst	1000	1				
Program Total:		**4**	**1**	**1**	**1**	**1**
Community Dev Admin Total:		**4**	**1**	**1**	**1**	**1**
Building Safety - 521						
15610 Building Safety						
Asst Bldg Safety Dir	1000	1	1	1	1	1
Asst Dep City Mgr	1000				1	1
Bldg Insp	1000	4	4	4	4	3
Bldg Insp Spec	1000	8	7	7	4	4
Bldg Safety Dir	1000	1	1	1		
Plans Examiner	1000	3	3	3	2	2
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	4	5	5	4	5
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**	**21**	**21**
15620 Development Services Center						
Bldg Safety Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	2	2	2		
Development Plans Tech	1000	2	2	2	2	2
Development Srvcs Rep	1000	4	2	2	1	2
Development Srvcs Supv	1000	1	1	1		
Sr Development Srvcs Rep	1000		2	2	2	1
Program Total:		**10**	**10**	**10**	**6**	**6**
15630 Westgate-Bldg Safety Rvw/Insp.						
Bldg Insp Spec	1000	11	9			
Development Plans Tech	1000	2	1			
Plans Examiner	1000	1	1			
Sr Bldg Insp	1000	1	1			
Program Total:		**15**	**12**			
17510 Cross Connection Control						
Bldg Insp	2400	1	1	1	1	1
Secretary	2400	0.75	0.75	0.75	0.75	0.75
Sr Bldg Insp	2400	1	1	1	1	1
Program Total:		**2.75**	**2.75**	**2.75**	**2.75**	**2.75**
Building Safety Total:		**53.75**	**50.75**	**38.75**	**29.75**	**29.75**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Planning - 531						
15910 Planning Administration						
Planning Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1		
Sr Secretary	1000	3	3	3	2	2
Program Total:		**5**	**5**	**5**	**3**	**3**
15920 Zoning Admin & Tech. Assist.						
Assoc Planner	1000	2				
Planner	1000	1				
Sr Planner	1000	1				
Zoning Admin	1000	1				
Program Total:		**5**				
15930 Current Planning						
Assoc Planner	1000		1	1		
Dep Planning Dir	1000	1	1	1		
Landscape Architect	1000	1				
Planner	1000	3	2	2	2	1
Principal Planner	1000	1	2	2	2	1
Sr Planner	1000	2	4	4	2	2
Program Total:		**8**	**10**	**10**	**6**	**4**
15940 Long-Range Planning & Research						
Dep Planning Dir	1000	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**	**4**	**4**	**2**	**2**
Planning Total:		**21**	**19**	**19**	**11**	**9**
Economic Development - 540						
16010 Economic Development						
Economic Development Admin	1000	3	4	4	3	3
Economic Development Dir	1000	1	1	1	1	1
Mgmt Asst	1000	1	1	1		
Sr Marketing & Comm Mgr	1000	1	1			
Sr Mgmt Asst	1000				1	1
Program Total:		**6**	**7**	**6**	**5**	**5**
16040 Downtown Beaut. & Promotion						
Secur Officer	1000	2	2	2	2	2
Srvc Worker II	1000	2	2	2	2	2
Program Total:		**4**	**4**	**4**	**4**	**4**
Economic Development Total:		**10**	**11**	**10**	**9**	**9**

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Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
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	6	4	2	3
Code Insp II	1000	4	5	3	7	6
Code Insp III	1000	2	2	6	2	2
Mgmt Asst	1000	1	1	1	1	1
Secretary	1000	2.5	2.5	2.5	2	2
Sr Secretary	1000	1	1	1	1	1
Program Total:		**21.5**	**21.5**	**21.5**	**19**	**19**
Code Compliance Total:		**21.5**	**21.5**	**21.5**	**19**	**19**
Public Works Admin. - 611						
13310 Public Works Administration						
Dep City Mgr	1000	1	1	1	1	
Public Works Admin. Total:		**1**	**1**	**1**	**1**	
Field Operations - 620						
13410 Field Operations Admin.						
Account Spec II	1000	1	1	1		
Dep Field Ops Dir	1000	1	1	1	1	1
Dispatcher/Router	1000	2	2	2		
Field Ops Admin Supv	1000	1	1	1		
Field Ops Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1		
Sr Secretary	1000	1	1	1		
Program Total:		**8**	**8**	**8**	**2**	**2**
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1				
Srvc Worker III (Parks)	1000		1	1	1	1
Program Total:		**2**	**2**	**2**	**2**	**2**
13440 Graffiti Removal						
Srvc Worker II	1000		1	1	1	1
Srvc Worker II (Airport)	1000	1	1	1	1	1
Srvc Worker II (Streets)	1000	2	2	2	1	1
Program Total:		**3**	**4**	**4**	**3**	**3**
13450 Facilities Management						
Bldg Maint Leader	1000	2	2	2	2	1
Bldg Maint Supv	1000	2	2	2	1	2
Building Maintenance Worker	1000	16	16	16	14	13
Facilities Mgmt Supt	1000	1	1	1		
Program Total:		**21**	**21**	**21**	**17**	**16**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Field Operations - 620						
13460 Custodial Services						
Custodial Supv	1000	2	1	1	1	1
Custodian	1000	14	15	15	13	10
Custodian Lead	1000	4	4	4	4	4
Program Total:		**20**	**20**	**20**	**18**	**15**
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	1	1	1		1
Custodian	2530	3	3	3	2	3
Program Total:		**4**	**4**	**4**	**2**	**4**
13510 Equipment Management						
Buyer I	1040	1	1	1	1	1
Equip Mechanic I	1040	2	5	5	4	3
Equip Mechanic II	1040	10	10	9	9	9
Equip Mechanic Spec	1040	16	17	16	15	14
Equip Mgmt Supt	1040	1	1	1	1	1
Fleet Sys Coord	1040	1	1	1		
Fleet Tire Spec	1040	2				
Paint & Body Spec	1040	1				
Shop Maint Coord	1040	2	2	2	2	2
Shop Supv	1040	2	2	2	2	2
Srvc Worker I	1040			1	1	1
Srvc Writer	1040	1	1	1		
Welder\Fabricator	1040	2	1	1	1	
Program Total:		**41**	**41**	**40**	**36**	**33**
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		
Service Worker III (Streets)	1340	8	8	8	7	7
Srvc Worker II (Streets)	1340	4	4	3	3	3
Streets Supv	1340	1	1	1		1
Program Total:		**17**	**17**	**16**	**13**	**13**
16720 Street Maintenance						
Crewleader (Streets)	1340	7	7	7	5	5
Engineering Insp II	1340	1	1	2	2	2
Heavy Equip Oper	1340	1	1	1	1	1
Mgmt Asst	1340		1	1	1	1
PC Oper	1340	1				
Service Worker III (Streets)	1340	8	9	6	5	6
Srvc Worker II (Streets)	1340	18	17	14	11	9
Streets Supt	1340	1	1	1	1	1
Streets Supv	1340	3	3	3	2	2
Program Total:		**40**	**40**	**35**	**28**	**27**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Field Operations - 620						
16730 Street Cleaning						
Equipment Operator (Streets)	1340	4	4	2		
Service Worker III (Streets)	1340	1	1	1		
Program Total:		**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	1
PC Oper	2440	1				
Sr Equip Mechanic Special	2440	1	1	1	1	1
Srvc Worker I	2440	1	1	1	2	2
Srvc Worker I (Landfill)	2440	2	2	2	1	1
Srvc Worker II (Landfill)	2440	2	2	2	2	2
Weigh Scale Oper	2440	4	4	4	4	4
Program Total:		**19**	**19**	**19**	**19**	**19**
17730 Solid Waste Admin						
Account Spec II	2440	3	1	1	2	2
Dep Field Ops Dir	2440	1	1	1	1	1
Field Ops Admin Supv	2440				1	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	1
Program Total:		**7**	**5**	**5**	**8**	**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
Engineering Insp II	2440					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	
Srvc Worker I	2440	1	1	1	1	2
Srvc Worker I (Sanitation)	2440	3	3	1	1	
Srvc Worker II	2440	2	2	2	2	2
Srvc Worker II (Landfill)	2440			2	2	2
Program Total:		**11**	**11**	**11**	**11**	**11**
17810 Sanitation Roll-off						
Account Spec II	2480		1	1	1	1
Equip Operator (Sanitation)	2480	4	4	4	3	2
Program Total:		**4**	**5**	**5**	**4**	**3**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Field Operations - 620						
17820 Sanitation Frontload						
Account Spec II	2480		1	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				
Sr Mgmt Asst	2480		1	1	1	1
Srvc Worker III (Sanitation)	2480	1	2	2	2	2
Program Total:		**13**	**15**	**15**	**15**	**15**
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	2
Custodian	2480					1
Equip Mechanic I	2480	1	2	2	2	2
Equip Operator	2480	2	2	2	2	2
Equip Operator (Sanitation)	2480	32	31	31	31	30
Sanitation Supv	2480	1	1	1	1	1
Srvc Worker II (Sanitation)	2480	2	2	2	2	2
Program Total:		**40**	**40**	**40**	**40**	**40**
17840 Residential-Loose Trash Collec						
Building Maintenance Worker	2480					1
Crewleader (Sanitation)	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	15	15	15	15	14
Equipment Operator (Streets)	2480			2	2	2
Sanitation Insp	2480	1	1	1	1	1
Sanitation Supv	2480	1	1	1	1	1
Service Worker III (Streets)	2480				1	1
Program Total:		**18**	**18**	**20**	**21**	**21**
Field Operations Total:		**280**	**282**	**275**	**246**	**239**
Engineering - 631						
13720 Engineering Administration						
City Engineer	1000	1	1	1	1	1
Engineering Project Coord	1000		1			
Engineering Project Mgr	1000			1	1	1
Mgmt Aide	1000					1
Mgmt Asst	1000	1	1	1	1	1
Property Agent	1000			1		
Property Mgr	1000			1	1	1
Sr Secretary	1000	2	2	2	1	1
Program Total:		**4**	**5**	**7**	**5**	**6**

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Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Engineering - 631						
13730 CIP Administration						
Assoc Civil Engineer	1000	1	1	1		
Asst City Engineer	1000	1	1	1	1	1
Engineering Insp II	1000					1
Engineering Project Mgr	1000		2	2	2	2
Engineering Tech II	1000		1	1		
Landscape Architect	1000	1	1	1		
Mgmt Aide	1000	1	1	1		
Mgmt Asst	1000		1	1	1	
Principal Engineer	1000			2	2	2
Programs Admin	1000		1	1	1	1
Sr Civil Engineer	1000	4	5	3	2	2
Sr Engineering Tech	1000		1	1		
Sr Mgmt Asst	1000	1				
Program Total:		**9**	**15**	**15**	**9**	**9**
13740 CIP Design						
Engineering & Design Supv	1000	1				
Engineering Tech II	1000	1				
Sr Engineering Tech	1000	2				
Program Total:		**4**				
13750 CIP Construction						
Engineering Project Mgr	1000	2				
Sr Civil Engineer	1000	1				
Program Total:		**3**				
13760 Real Estate Services						
Property Agent	1000	2	1			
Property Mgr	1000	1	1			
Program Total:		**3**	**2**			
13770 Mapping and Records						
Engineering Tech II	1000	2	1	1		
Sr Engineering Tech	1000	1	1	1	1	1
Program Total:		**3**	**2**	**2**	**1**	**1**
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	
Sr Civil Engineer	1000	3	3	3	3	2
Program Total:		**5**	**5**	**5**	**5**	**3**
13790 Construction Inspection						
Construction Engineering Supv	1000	1	1			
Engineering Insp II	1000	3	3	3	1	2
Engineering Project Mgr	1000			1	1	1
Sr Engineering Insp	1000	3	3	3	2	2
Program Total:		**7**	**7**	**7**	**4**	**5**

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Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Engineering - 631						
13800 Materials Testing						
Materials Tech	1000	2	2	2	1	2
Sr Materials Tech	1000	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**2**	**3**
13820 Utility Inspection						
Engineering Insp II	1000	2	2	2	2	
Engineering Utility Coord	1000	1	1	1		
Program Total:		**3**	**3**	**3**	**2**	
16310 Transportation Engineering Pgm						
Principal Engineer	1660			1		
Sr Civil Engineer	1660	1	1			
Program Total:		**1**	**1**	**1**		
Engineering Total:		**45**	**43**	**43**	**28**	**27**
Transportation - 632						
16510 Transportation Program Mgmt						
Dep Trans Dir	1660	1	1	1	1	1
Planning Mgr	1660				1	1
Secretary	1660	1	1	1	1	
Sr Secretary	1660					1
Trans Dir	1660				1	1
Trans Planner	1660	1	1	1	1	1
Program Total:		**3**	**3**	**3**	**5**	**5**
16520 Transportation Education						
Sr. Trans Analyst	1660			1	1	1
Trans Coord	1660	1	1			
Program Total:		**1**	**1**	**1**	**1**	**1**
16525 Transit Management						
Mgmt Aide	1660			1	1	
Sr Secretary	1660		1			
Trans Planner	1660					1
Transit Administrator	1660		1	1	1	1
Transit Mgr	1660		2	2	2	2
Program Total:			**4**	**4**	**4**	**4**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Transportation - 632						
16530 Dial-A-Ride						
Dispatcher/Router	1660	6.5	6.5	5.5	5.5	5.5
Lead Transit Oper	1660	6	7	8		
Lead Transit Rep	1660				8	8
Programs Admin	1660				1	1
Secretary	1660	1	1	1	1	
Sr Mgmt Asst	1660	1	1	1		
Sr Secretary	1660	1				
Transit Administrator	1660	1				
Transit Coord	1660	2	2	2	1	2
Transit Mgr	1660	2				
Transit Oper	1660	17.75	16.75	16.75	16.75	16.75
Transit Supv	1660	1	1	1	1	1
Program Total:		**39.25**	**35.25**	**35.25**	**34.25**	**34.25**
16570 Intelligent Transportation Sys						
Intelligent Trans Sys Analyst	1660	1	1	1	1	1
Intelligent Trans Sys Mgr	1660	1	1	1	1	1
Intelligent Trans Sys Tech	1660	1	1	1	1	1
Principal Engineer	1660			1	1	1
Principal Traffic Engineer	1660	1	1			
Traffic Signal Tech II	1660	1	1	1		
Program Total:		**5**	**5**	**5**	**4**	**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		
Traffic Signal Supv	1340	1	1	1	1	1
Traffic Signal Tech I	1340	2	2	2	1	1
Traffic Signal Tech II	1340	3	3	3	2	2
Traffic Signal Tech III	1340	2	2	2	2	2
Program Total:		**10**	**10**	**10**	**7**	**7**
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	2	1	1
Service Worker III (Streets)	1340	1	1	1	1	1
Sign Fabricator	1340	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**	**8**	**8**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Transportation - 632						
16910 Transportation Administration						
Intelligent Trans Sys Tech	1340	1	1	1	1	1
Mgmt Aide	1340			1	1	
Mgmt Asst	1340					1
Secretary	1340	1	1			
Sr Mgmt Asst	1340	1	1	1	1	1
Sr Secretary	1340	1	1	1	1	
Trans Dir	1340	1	1	1		
Program Total:		**5**	**5**	**5**	**4**	**3**
16920 Street Light Management						
Traffic Engineer II	1340		1	1		
Traffic Engineering Spec	1340	1	1	1		
Traffic Lighting Mgr	1340	1				
Program Total:		**2**	**2**	**2**		
16930 Transportation Planning						
Trans Planner	1340	1	1	1		
16940 Traffic Studies						
Principal Engineer	1340			1	1	1
Principal Traffic Engineer	1340	1	1			
Traffic Education Program Mgr	1340	1	1	1	1	1
Traffic Engineering Tech	1340	1	2	2	2	2
Trans Planning Mgr	1340	1	1	1		
Program Total:		**4**	**5**	**5**	**4**	**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	1
Traffic Engineering Tech	1340	1				
Program Total:		**3**	**3**	**3**	**3**	**3**
Transportation Total:		**84.25**	**85.25**	**85.25**	**75.25**	**74.25**
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**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Utilities - 641						
17110 Utilities Administration						
Account Spec	2360	1	1	1	1	1
Dep Utilities Dir	2360		2	2	2	2
Dept Accting & Budget Mgr	2360	1	1	1	1	1
Mgmt Aide	2360		1	1	1	1
Secretary	2360	2	1	1	1	1
Sr Civil Engineer	2360	1	1	1	1	1
Sr Mgmt Asst	2360	1	1	1	1	1
Sr Secretary	2360	1	1	1	1	1
Utilities Dir	2360	1	1	1	1	1
Program Total:		**8**	**10**	**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**	
17120 Information Management						
GIS Coord	2360	1	1	1	1	1
Sys Admin	2360	1	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	3
17140 System Security						
Secur Officer	2360	5	5	5	5	6
Security Systems Tech	2360					1
Sr Mgmt Asst	2360			1	1	1
Util Safety Spec	2360		1			
Util Safety/Security Coor	2360	2	1	1	1	1
Utilities Secur Supt	2360	1	1	1	1	1
Program Total:		**8**	**8**	**8**	**8**	**10**
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	2	2	2	1	1
Water Reclam Facility Oper I	2360				1	1
Water Reclam Facility Oper II	2360	7	7	7	7	7
Water Reclam Facility Supv	2360	1	1	1	1	1
Program Total:		**13**	**13**	**13**	**13**	**13**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Utilities - 641						
17170 West Area Plant						
PC Oper	2360					1
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	1
Water Reclam Facility Oper I	2360				2	
Water Reclam Facility Oper II	2360	8	8	8	6	7
Water Reclam Facility Supv	2360	1	1	1	1	1
Water Reclam Supt	2360	1				
Program Total:		**14**	**14**	**14**	**14**	**14**
17210 Customer Service - Field						
Lead Water Srvc Rep	2400	1	1	1	1	2
Sr Applications Analyst	2400					1
Utilities Supv	2400	1	1	1	1	1
Utility Ops Supt	2400	1	1	1	1	1
Water Srvc Rep	2400	12	12	12	12	11
Program Total:		**15**	**15**	**15**	**15**	**16**
17220 Irrigation						
Crewleader (Water)	2400	1	1	1	1	1
17240 Central System Control						
HR Generalist	2400				1	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				
Utility Ops Supt	2400		1	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				
Program Total:		**10**	**9**	**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	6	7	7	7	8
Program Total:		**9**	**10**	**10**	**10**	**11**
17260 Cholla Treatment Plant						
Plant Instrument Tech II	2400	1	1			
Plant Maint Mechanic II	2400	1	1	1	1	1
Sr Plant Instrument Tech	2400			1	1	1
Sr Water Plant Oper	2400	1	2	2	2	2
Water Plant Operator II	2400	6	5	5	5	4
Program Total:		**9**	**9**	**9**	**9**	**8**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Utilities - 641						
17280 Central System Maintenance						
Plant Instrument Tech II	2400	2	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	1
Program Total:		**6**	**6**	**6**	**6**	**6**
17290 Water Distribution						
Lead Water Srvc Rep	2400	1	1	1	1	
Public Srvc Rep	2400					1
Secretary	2400					1
Sr Utility Sys Tech	2400	2	2	2	2	2
Utilities Supv	2400	2	2	2	2	2
Utility Sys Tech I	2400	16	16	16	16	12
Utility Sys Tech II	2400	9	9	9	9	11
Program Total:		**30**	**30**	**30**	**30**	**29**
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	3	3	3	3	3
Utility Sys Tech II	2400	2	2	2	2	2
Program Total:		**11**	**11**	**11**	**11**	**11**
17310 Oasis Water Campus						
Building Maintenance Worker	2400	1	1	1	1	1
Custodian	2400	1	1	1	1	1
Plant Instrument Tech II	2400	1	1	1	1	1
Public Srvc Rep	2400	1	1	1	1	1
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
Srvc Worker II (Water)	2400	1	1	1	1	1
Water Plant Operator II	2400	6	5	5	5	5
Water Plant Ops Supv	2400	1	2	2	2	2
Program Total:		**15**	**15**	**15**	**15**	**15**
17610 Pretreatment Program						
Pretreatment Insp	2420	2	2	2	2	2
Pretreatment Officer	2420	1	1	1		
Pretreatment Program Mgr	2420				1	1
Sr Pretreatment Insp	2420	3	3	3	3	3
Program Total:		**6**	**6**	**6**	**6**	**6**

Schedule Six
Authorized Staffing

Dept Program Name Position Title	Fund	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Utilities - 641						
17630 Wastewater Collection						
Dep Utilities Dir	2420	2				
PC Oper	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	2	1	1	1	1
Srvc Worker I	2420					1
Utilities Supv	2420	1	1	1	1	1
Utility Ops Supt	2420		1	1	1	1
Utility Sys Tech I	2420	9	10	9	9	8
Utility Sys Tech II	2420	5	5	6	6	6
Program Total:		**20**	**19**	**19**	**19**	**19**
Utilities Total:		**186**	**187**	**187**	**187**	**187**
Grand Total		**2,100.51**	**2,204.51**	**2,182.51**	**1,971.01**	**1,966.38**

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	5,000	2,751,525
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**	**35,000**	**21,447,246**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	3,360,000	397,600	5,000	3,762,600
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	5,000	3,195,378
General Obligation Bonds - Series 2010	11/30/2010	-	1,667,600	5,000	1,672,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,260,000**	**8,683,603**	**340,000**	**24,283,603**
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	5,000	5,064,038
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
WIFA 2001	1/1/2001	856,067	164,609	50,000	1,070,676
WIFA 2010	3/17/2010	256,757	191,564	-	448,321
Sub-Total Water & Sewer Revenue Funded Debt		**12,582,823**	**14,305,637**	**77,000**	**26,965,461**
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 Excise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	380,000	-	380,000
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	-	-	-
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	-	-	-	-
Sub-Total Street Revenue Funded Debt		**-**	**380,000**	**-**	**380,000**
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)		**41,732,823**	**42,914,705**	**462,000**	**85,109,528**

(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	5,000	2,750,775
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**	**35,000**	**21,483,712**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	3,530,000	263,200	5,000	3,798,200
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 Bonds - Series 2010	11/30/2010	-	1,667,600	5,000	1,672,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,880,000**	**8,056,490**	**335,000**	**24,271,490**
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	5,000	5,063,113
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
WIFA 2001	1/1/2001	888,460	145,057	50,000	1,083,517
WIFA 2010	3/17/2010	264,832	183,489	-	448,321
Sub-Total Water & Sewer Revenue Funded Debt		**13,078,292**	**13,827,047**	**77,000**	**26,982,339**
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 Excise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	8,913,913	5,000	8,918,913
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	3,077,875	5,000	3,082,875
3rd Lien Excise 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)		**43,468,292**	**53,858,062**	**472,000**	**97,798,354**

(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	5,000	2,751,775
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**	**35,000**	**21,502,906**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	-	86,700	5,000	91,700
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	5,000	3,169,203
General Obligation Bonds - Series 2010	11/30/2010	2,475,000	1,667,600	5,000	4,147,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,320,000**	**7,379,784**	**340,000**	**23,039,784**
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	5,000	5,064,213
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
WIFA 2001	1/1/2001	922,080	124,764	50,000	1,096,844
WIFA 2010	3/17/2010	273,161	175,160	5,000	453,321
Sub-Total Water & Sewer Revenue Funded Debt		**13,675,240**	**13,244,713**	**82,000**	**27,001,954**
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 Excise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	8,913,913	5,000	8,918,913
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	3,077,875	5,000	3,082,875
3rd Lien Excise 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)		**47,080,240**	**51,970,022**	**482,000**	**99,532,262**

(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 2014-15 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	6/1/2003	1,410,000	1,935,775	5,000	3,350,775
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	700,000	5,202,081	5,000	5,907,081
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	1,520,000	1,224,275	5,000	2,749,275
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	240,000	1,462,256	5,000	1,707,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	1,345,000	2,954,081	5,000	4,304,081
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	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**6,215,000**	**13,429,170**	**30,000**	**19,674,170**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	-	86,700	5,000	91,700
General Obligation Bonds - Series 2004	6/1/2004	2,665,000	670,519	5,000	3,340,519
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	2,000,000	712,031	5,000	2,717,031
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	3,960,000	1,723,725	5,000	5,688,725
General Obligation Bonds - Series 2009B	12/22/2009	1,335,000	1,809,753	5,000	3,149,753
General Obligation Bonds - Series 2010	11/30/2010	5,645,000	1,568,600	5,000	7,218,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**19,010,000**	**6,727,628**	**340,000**	**26,077,628**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,060,000	189,050	2,000	1,251,050
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	3,120,000	3,443,750	5,000	6,568,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	4,140,000	3,031,556	5,000	7,176,556
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	2,010,000	1,722,113	5,000	3,737,113
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,730,000	2,330,588	5,000	5,065,588
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
WIFA 2001	1/1/2001	956,971	103,704	50,000	1,110,675
WIFA 2010	3/17/2010	281,752	166,569	5,000	453,321
Sub-Total Water & Sewer Revenue Funded Debt		**14,298,723**	**12,626,187**	**82,000**	**27,006,910**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	5,000	5,000
HURF Revenue Bonds - Series 2006	4/11/2006	1,805,000	148,000	5,000	1,958,000
Sub-Total Street Revenue Funded Debt		**1,805,000**	**148,000**	**10,000**	**1,963,000**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	-	8,913,913	5,000	8,918,913
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	-	3,077,875	5,000	3,082,875
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	4,975,000	798,375	5,000	5,778,375
Sub-Total Street Revenue Funded Debt		**4,975,000**	**12,790,163**	**15,000**	**17,780,163**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,250,000	4,076,081	-	7,326,081
Sub-Total Trans S/Tax Bond Debt Service		**3,250,000**	**4,076,081**	**-**	**7,326,081**
Total Debt Service Payments (All Funds)		**49,553,723**	**49,797,229**	**477,000**	**99,827,951**

(1) note, arbitrage is subject to change each year based on calc's performed by consultants.

Schedule Seven - SUMMARY
Long Term Debt Service

		FY 2016 - 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	38,830,000	18,906,538	5,000	57,741,538
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	93,920,000	58,021,053	5,000	151,946,053
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	22,705,000	7,506,025	5,000	30,216,025
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	31,980,000	14,595,050	5,000	46,580,050
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	47,490,000	33,834,646	5,000	81,329,646
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	-	-	5,000	5,000
AMFP Series 14 - Arena	6/28/2002	5,055,000	4,301,156	5,000	9,361,156
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	6,303,875	5,000	13,558,875
Sub-Total Excise Tax Funded Debt		**247,230,000**	**143,468,343**	**40,000**	**390,738,343**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	4,335,000	260,100	5,000	4,600,100
General Obligation Bonds - Series 2004	6/1/2004	11,950,000	1,441,988	5,000	13,396,988
General Obligation Bonds - Series 2005	6/1/2005	-	-	5,000	5,000
General Obligation Bonds - Series 2006A	6/1/2006	13,985,000	2,292,163	5,000	16,282,163
General Obligation Bonds - Series 2006B	6/1/2006	-	-	5,000	5,000
General Obligation Bonds - Series 2007	6/26/2007	33,195,000	6,563,825	5,000	39,763,825
General Obligation Bonds - Series 2009B	12/22/2009	35,155,000	16,150,478	5,000	51,310,478
General Obligation Bonds - Series 2010	11/30/2010	30,180,000	4,869,100	35,000	35,084,100
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**128,800,000**	**31,577,653**	**370,000**	**160,747,653**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	3,435,000	240,900	2,000	3,677,900
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	65,755,000	26,381,500	5,000	92,141,500
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	61,145,000	17,719,044	5,000	78,869,044
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	33,295,000	11,496,413	5,000	44,796,413
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	48,200,000	17,576,625	5,000	65,781,625
W&S Revenue Obligations, Series 2010	11/30/2010	25,685,000	22,243,278	50,000	47,978,278
WIFA 2001	1/1/2001	3,583,488	187,816	50,000	3,821,304
WIFA 2010	3/17/2010	5,014,572	1,261,921	50,000	6,326,492
Sub-Total Water & Sewer Revenue Funded Debt		**246,113,060**	**97,107,495**	**172,000**	**343,392,555**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	1,895,000	75,800	5,000	1,975,800
Sub-Total Street Revenue Funded Debt		**1,895,000**	**75,800**	**5,000**	**1,975,800**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	137,495,000	145,584,588	5,000	283,084,588
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	48,670,000	50,841,263	5,000	99,516,263
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	5,670,000	457,500	5,000	6,132,500
Sub-Total Street Revenue Funded Debt		**191,835,000**	**196,883,350**	**15,000**	**388,733,350**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	84,765,000	39,810,444	-	124,575,444
Sub-Total Trans S/Tax Bond Debt Service		**84,765,000**	**39,810,444**	**-**	**124,575,444**
Total Debt Service Payments (All Funds)		**900,638,060**	**508,923,084**	**602,000**	**1,410,163,144**

(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 (Remaining Payments)			
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	44,400,000	26,946,413	25,000	71,371,413
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	96,065,000	78,977,055	25,000	175,067,055
MPC Bonds - Series 2004A - Refund Imp Dist	5/1/2004	5,295,000	539,500	15,000	5,849,500
MPC Bonds - Series 2006A - GRPSTC/Zanjero	6/1/2006	28,370,000	12,824,375	25,000	41,219,375
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	32,220,000	20,444,075	25,000	52,689,075
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	51,075,000	45,925,446	25,000	97,025,446
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	5,650,000	627,432	25,000	6,302,432
AMFP Series 14 - Arena	6/28/2002	5,055,000	5,340,206	5,000	10,400,206
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	7,666,875	5,000	14,921,875
Sub-Total Excise Tax Funded Debt		**275,380,000**	**199,291,377**	**175,000**	**474,846,377**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	11,225,000	1,094,300	25,000	12,344,300
General Obligation Bonds - Series 2004	6/1/2004	21,955,000	4,738,388	25,000	26,718,388
General Obligation Bonds - Series 2005	6/1/2005	5,285,000	525,231	25,000	5,835,231
General Obligation Bonds - Series 2006A	6/1/2006	21,545,000	5,666,288	25,000	27,236,288
General Obligation Bonds - Series 2006B	6/1/2006	7,440,000	954,500	25,000	8,419,500
General Obligation Bonds - Series 2007	6/26/2007	48,140,000	14,404,563	25,000	62,569,563
General Obligation Bonds - Series 2009B	12/22/2009	40,380,000	23,601,388	25,000	64,001,388
General Obligation Bonds - Series 2010	11/30/2010	38,300,000	11,440,500	25,000	49,795,500
General Obligation Bond Arbitrage (1)		-	-	1,500,000	1,500,000
Sub-Total Property Tax Funded Debt		**194,270,000**	**62,425,156**	**1,700,000**	**258,420,156**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	7,410,000	1,284,100	10,000	8,704,100
Subordinate Lien W&S Rev Bonds - Series 2003	12/1/2003	77,405,000	40,994,750	25,000	118,424,750
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	76,545,000	31,000,281	25,000	107,570,281
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	40,850,000	18,870,013	25,000	59,745,013
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	58,555,000	27,458,575	25,000	86,038,575
W&S Revenue Obligations, Series 2010	11/30/2010	25,685,000	28,798,708	70,000	54,553,708
WIFA 2001	1/1/2001	7,207,066	725,950	250,000	8,183,016
WIFA 2010	3/17/2010	6,091,072	1,978,704	60,000	8,129,776
Sub-Total Water & Sewer Revenue Funded Debt		**299,748,138**	**151,111,080**	**490,000**	**451,349,219**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	7,580,000	598,356	20,000	8,198,356
HURF Revenue Bonds - Series 2006	4/11/2006	8,710,000	1,116,525	25,000	9,851,525
Sub-Total Street Revenue Funded Debt		**16,290,000**	**1,714,881**	**45,000**	**18,049,881**
Western Loop 101 Public Facilites Corp (Fund 1930)					
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008A	10/1/2008	137,495,000	172,706,325	20,000	310,221,325
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008B	10/1/2008	48,670,000	60,074,888	20,000	108,764,888
3rd Lien Excise Tax Revenue Bonds - Tax exempt 2008C	10/1/2008	13,585,000	3,293,625	20,000	16,898,625
Sub-Total Street Revenue Funded Debt		**199,750,000**	**236,074,837**	**60,000**	**435,884,837**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	97,035,000	56,845,769	-	153,880,769
Sub-Total Trans S/Tax Bond Debt Service		**97,035,000**	**56,845,769**	**-**	**153,880,769**
Total Debt Service Payments (All Funds)		**1,082,473,138**	**707,463,101**	**2,470,000**	**1,792,431,239**

(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	5,540,000	13,165,287	18,705,287
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	1,410,000	1,935,775	3,345,775
2016-2020	10,650,000	8,364,875	19,014,875
2021 -2025	9,430,000	5,770,413	15,200,413
2026-2030	9,870,000	3,853,000	13,723,000
2031-2033	8,880,000	918,250	9,798,250
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	975,000	31,762,922	32,737,922
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	700,000	5,202,081	5,902,081
2016-2020	12,530,000	24,788,349	37,318,349
2021-2025	25,750,000	16,772,820	42,522,820
2026-2030	37,605,000	14,812,110	52,417,110
2031-2033	18,035,000	1,647,774	19,682,774
Total	97,040,000	110,739,977	207,779,977

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	5,585,000	2,319,850	7,904,850
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	4,880,000	5,891,782	10,771,782
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	1,520,000	1,224,275	2,744,275
2016-2020	8,830,000	4,900,875	13,730,875
2021-2025	11,270,000	2,461,875	13,731,875
2026	2,605,000	143,275	2,748,275
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	95,000	3,662,765	3,757,765
2012	**-**	**1,462,256**	**1,462,256**
2013	-	1,462,256	1,462,256
2014	-	1,462,256	1,462,256
2015	240,000	1,462,256	
2016-2020	7,340,000	6,700,280	14,040,280
2021-2025	9,015,000	5,029,522	14,044,522
2026-2030	11,410,000	2,603,580	14,013,580
2031-2032	4,215,000	261,676	4,476,676
Total	32,315,000	24,106,847	54,719,591

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 Years	1,705,000	7,763,020	9,468,020
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	1,345,000	2,954,081	4,299,081
2016-2020	7,905,000	13,577,360	21,482,360
2021-2025	10,550,000	10,938,972	21,488,972
2026-2030	14,225,000	7,291,426	21,516,426
2031-2033	14,810,000	2,026,886	16,836,886
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 Years	3,490,000	764,538	4,254,538
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	-	1,558,576	1,558,576
2012	**-**	**259,763**	**259,763**
2013	-	259,763	259,763
2014	-	259,763	259,763
2015	-	259,763	259,763
2016-2020	-	1,298,813	1,298,813
2021-2025	910,000	1,298,813	2,208,813
2026-2030	960,000	1,274,356	2,234,356
2031-2033	3,185,000	429,175	3,614,175
Total	5,055,000	6,898,782	11,953,782

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	-	2,044,500	2,044,500
2012	**-**	**340,750**	**340,750**
2013	-	340,750	340,750
2014	-	340,750	340,750
2015	-	340,750	340,750
2016-2020	-	1,703,750	1,703,750
2021-2025	-	1,703,750	1,703,750
2026-2030	-	1,703,750	1,703,750
2031-2033	7,250,000	1,192,625	8,442,625
Total	7,250,000	9,711,375	16,961,375

Schedule Seven – DETAIL
Long-Term Debt Service

$66,400,000 (Original Issuance)

City of Glendale, Arizona

General Obligation Bonds, Series 2003 (1 of 2)

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, and parks and recreation. $3,875,000 is related to Water and Sewer Fund (Refer to General Obligation Bonds, Series 2003, Water and Sewer (2 of 2)**. In November 2010, the General Obligation Refunding Bonds Series 2010 was issued for the purpose of refunding a portion of the 2014-2017 maturities of the City of Glendale G.O. Bonds Series 2003.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	41,300,000	18,477,148	59,777,148
2012	**3,360,000**	**397,600**	**3,757,600**
2013	3,530,000	263,200	3,793,200
2014	-	86,700	86,700
2015	-	86,700	86,700
2016-2018	4,335,000	260,100	4,595,100
Total	52,525,000	19,571,448	72,096,448

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	14,690,000	8,927,306	23,617,306
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
2015	2,665,000	670,519	3,335,519
2016-2019	11,950,000	1,441,988	13,391,988
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	6,675,000	2,115,281	8,790,281
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	7,820,000	6,044,943	13,864,943
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	2,000,000	712,031	2,712,031
2016-2020	11,370,000	2,171,219	13,541,219
2021	2,615,000	120,945	2,735,945
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	1,625,000	2,340,533	3,965,533
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	12,860,000	10,019,489	22,879,489
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	3,960,000	1,723,725	5,683,725
2016-2020	22,550,000	5,813,575	28,363,575
2021-2022	10,645,000	750,250	11,395,250
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	1,270,000	2,942,377	4,212,377
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	1,335,000	1,809,752	3,144,752
2016-2020	9,885,000	8,057,094	17,942,094
2021-2025	11,515,000	5,684,420	17,199,420
2026-2030	13,755,000	2,408,968	16,163,968
Total	41,650,000	26,543,769	68,193,769

Schedule Seven – DETAIL
Long-Term Debt Service

$38,300,000

City of Glendale, Arizona

General Obligation Refunding Bonds, Series 2010

Date: Nov 30, 2010, maturing in 2022.

Interest: Semi-annual each January and July, commencing July 1, 2011.

Interest accrues at rates ranging from 2.000% to 5.000%

Rating: Moody's "Aa1"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to advance refund the 2012-2022maturities of the City of Glendale General Obligation Refunding Bonds Series 2002 and the 2014-2017 maturities of General Obligation Bonds Series 2003. The proceeds were also used to pay for the issuance costs of the refunding project.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	977,399	977,399
2012	**-**	**1,667,600**	**1,667,600**
2013	-	1,667,600	1,667,600
2014	2,475,000	1,667,600	4,142,600
2015	5,645,000	1,568,600	7,213,600
2016-2020	23,600,000	4,439,000	28,039,000
2021-2022	6,580,000	430,100	7,010,100
Total	38,300,000	12,417,899	50,717,899

Schedule Seven – DETAIL
Long-Term Debt Service

$66,400,000 (Original Issuance)

City of Glendale, Arizona

General Obligation Bonds, Series 2003 (2 of 2)

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 water and sewer. $52,525,000 of the total proceed is for regular General Obligation Bonds (Refer to General Obligation Bonds, Series 2003 (1 of 2)

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	6,465,000	2,610,237	9,075,237
2012	**925,000**	**325,550**	**1,250,550**
2013	970,000	288,550	1,258,550
2014	1,020,000	240,050	1,260,050
2015	1,060,000	189,050	1,249,050
2016-2018	3,435,000	240,900	3,675,900
Total	13,875,000	3,894,337	17,769,337

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	2,595,000	23,836,500	26,431,500
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	3,120,000	3,443,750	6,563,750
2016-2020	18,120,000	14,714,750	32,834,750
2021-2025	26,680,000	9,537,000	36,217,000
2026-2028	20,955,000	2,129,750	23,084,750
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	3,455,000	19,849,800	23,304,800
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	4,140,000	3,031,556	7,171,556
2016-2020	24,060,000	11,782,531	35,842,531
2021-2025	30,220,000	5,627,588	35,847,588
2026	6,865,000	308,925	7,173,925
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	3,650,000	8,321,554	11,971,554
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	2,010,000	1,722,113	3,732,113
2016-2020	11,620,000	7,043,615	18,663,615
2021-2025	14,710,000	3,952,813	18,662,813
2026-2027	6,965,000	499,975	7,464,975
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	6,945,000	8,233,014	15,178,014
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	2,730,000	2,330,588	5,060,588
2016-2020	19,535,000	9,921,350	29,456,350
2021-2025	14,885,000	6,254,775	21,139,775
2026-2028	13,780,000	1,400,500	15,180,500
Total	65,500,000	35,691,589	101,191,589

Schedule Seven – DETAIL
Long-Term Debt Service

$25,685,000

City of Glendale, Arizona

Subordinate Lien Water and Sewer Revenue Obligations

Series 2010A (Taxable Direct Pay Build America Bonds)

Date: November 30, 2011, maturing in 2030.

Interest: Semi-annual each January and July, commencing July 1, 2011.

Interest accrues at rates ranging from 6.200% to 6.550%

Rating: Moody's "Aa3"
Standard and Poor's "AA+"

Purpose: The proceeds of the obligations were used for various improvement and extensions of the system which are contained in the City's water and sewer Capital Improvement Plan, including, without limitation, (a) payments for the City's share of upgrades to and the expansion of the 91st Avenue Regional Wastewater Treatment Plan, (b) replacement and rehabilitation of water lines throughout the System, (c) various water treatment plant improvements and construction of associated transmissions lines and (d) design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	960,853	960,853
2012	**-**	**1,638,858**	**1,638,858**
2013	-	1,638,858	1,638,858
2014	-	1,638,558	1,638,558
2015	-	1,638,858	1,638,858
2016-2020	-	8,194,288	8,194,288
2021-2025	-	8,194,288	8,194,288
2026-2030	25,685,000	5,854,703	31,539,703
Total	25,685,000	29,759,260	55,444,260

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	4,640,898	3,140,097	7,780,996
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	956,971	103,704	1,060,675
2016-2019	3,583,488	187,816	3,771,304
Total	11,847,964	3,866,048	15,714,012

Schedule Seven – DETAIL
Long-Term Debt Service

$6,340,000

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	248,928	255,889	504,817
2012	**256,757**	**191,564**	**448,321**
2013	264,832	183,490	448,322
2014	273,161	175,160	448,321
2015	281,752	166,570	448,322
2016-2020	1,547,381	694,224	2,241,605
2021-2025	1,806,501	435,106	2,241,607
2026-2029	1,660,688	132,592	1,793,280
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	7,075,000	3,011,109	10,086,109
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	3,609,465	18,264,465

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	7,035,000	2,851,719	9,886,719
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	1,805,000	148,000	1,953,000
2016	1,895,000	75,800	1,970,800
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:

Prior years	-	32,329,108		32,329,108
2012	**-**	**380,000**		**380,000**
2013	-	8,913,913		8,913,913
2014	-	8,913,913		8,913,913
2015	-	8,913,913		8,913,913
2016-2020	9,980,000	43,732,265		53,712,265
2021-2025	14,710,000	39,847,315		54,557,315
2026-2030	26,695,000	33,845,065		60,540,065
2031-2035	43,350,000	22,707,140		66,057,140
2036-2038	42,760,000	5,452,813		48,212,813
Total	137,495,000	205,035,445		342,530,445

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	-	11,294,091	11,294,091
2012	-	-	-
2013	-	3,077,875	3,077,875
2014	-	3,077,875	3,077,875
2015		3,077,875	3,077,875
2016-2020	2,555,000	15,131,826	17,686,826
2021-2025	5,130,000	13,839,415	18,969,415
2026-2030	8,265,000	11,897,551	20,162,551
2031-2035	13,110,000	8,041,225	21,151,225
2036-2039	19,610,000	1,931,251	21,541,251
Total	48,670,000	71,368,984	120,038,984

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	-	3,738,705	3,738,705
2012	**-**	**-**	**-**
2013	-	1,018,875	1,018,875
2014	2,940,000	1,018,875	3,958,875
2015	4,975,000	798,375	5,773,375
2016-2017	5,670,000	457,500	6,127,500
Total	13,585,000	7,032,330	20,617,330

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	12,075,000	17,240,297	29,315,297
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	3,250,000	4,076,082	7,326,082
2016-2020	18,645,000	17,992,310	36,637,310
2021-2025	23,095,000	13,546,442	36,641,442
2026-2030	22,885,000	6,432,554	29,317,554
2031-2032	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	2011-12	2012-13	2013-14	2014-15	2015-16
Northern Crossing *					
1000-11380-560400	1,611,111	1,611,111	-	-	-
1000-11380-560600	205,417	68,472	-	-	-
Savings from Lease Restructuring **	(1,784,332)	-	-	-	-
Total	32,196	1,679,583	-	-	-
Fire Trucks & Equipment - '07 Lease					
1000-11380-560400	66,303	68,826	71,445	48,286	50,123
1000-11380-560600	10,879	8,356	5,736	3,259	1,422
Savings from Lease Restructuring **	(66,303)				
Total	10,879	77,181	77,181	51,545	51,545
Hickman - '03 BofA Lease *					
1000-11380-560400	4,800,000	-	-	-	-
1000-11380-560600	360,000	-	-	-	-
Savings from Lease Restructuring **	(4,800,000)				
Total	360,000	-	-	-	-
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	5,727	6,546	1,778	-	-
1000-14700-560600	1,545	726	40	-	-
Total	7,272	7,272	1,818	-	-
1000 - General Fund Total:	**410,347**	**3,899,112**	**2,214,073**	**2,186,621**	**51,545**
Library Copier - '09 Kansas State Bank					
1260-15410-560400	5,158	5,607	-	-	-
1260-15410-560600	938	488	-	-	-
Total	6,095	6,095	-	-	-
1260 - Library Fund Total:	**6,095**	**6,095**	**-**	**-**	**-**
Frontload Truck - '07 Lease					
2480-17820-560400	46,146		-	-	-
2480-17820-560600	1,309		-	-	-
Total	47,455	-	-	-	-
Three (3) Frontloaders - '09 Lease (Interfund Borrowing)					
2480-17820-560400	148,156	150,939	153,775		
2480-17820-560600	7,779	4,996	2,160		
Total	155,935	155,935	155,935	-	-

Schedule Eight

Scheduled Lease Payments

Lease Desc. & Account	2011-12	2012-13	2013-14	2014-15	2015-16
Two (2) Sideloader Refuse Trucks - '07 Lease					
2480-17830-560400	87,988	-	-	-	-
2480-17830-560600	2,496	-	-	-	-
Total	90,484	-	-	-	-
Sideloader -'09 Lease (Interfund Borrowing)					
2480-17830-560400	42,610	43,410	44,226	-	-
2480-17830-560600	2,237	1,437	621	-	-
Total	44,847	44,847	44,847	-	-
Tractor - '07 Lease					
2480-17840-560400	16,702	-	-	-	-
2480-17840-560600	474	-	-	-	-
Total	17,176	-	-	-	-
Rearloader - '09 Lease (Interfund Borrowing)					
2480-17840-560400	46,646	47,522	48,415	-	-
2480-17840-560600	2,449	1,573	680	-	-
Total	49,095	49,095	49,095	-	-
2480 - Sanitation Fund Total:	**404,992**	**249,877**	**249,877**	**-**	**-**
Grand Total:	**821,434**	**4,155,085**	**2,463,950**	**2,186,621**	**51,545**

* Variable Rate Lease

** Savings expected to be recognized in FY2012 from restructuring these leases. New debt service schedules for Northern Crossing and Fire Truck and Equipment are not yet available.

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	$1,067	$70	$1,538	$31,003	
	PD - Emergency Management		$415			
	Mayor					
	Office of the Mayor	$1,922	$72		$1,433	$2,821
	Council Office					
	Cactus District					$1,461
	Cholla District					$1,310
	Council Office	$5,563	$3,760		$5,542	$3,065
	Ocotillo District					$1,637
	Sahuaro District					$1,473
	Yucca District					$818
	City Clerk					
	City Clerk	$2,084	$451		$2,564	$3,203
	Elections	$350				
	Records Management	$894	$49		$2,747	
	City Manager					
	City Manager	$4,317	$126		$2,892	$2,543
	Compliance & Asset Mgt					
	City Auditor	$1,183	$17		$1,265	$862
	Intergovt. Programs					
	Intergovernmental Programs	$2,908	$72		$1,553	$1,171
	City Court					
	City Court	$20,562	$1,560	$1,449	$6,592	$16,138
	City Attorney					
	City Attorney	$20,264	$544		$9,778	$7,818
	Marketing and Comm.					
	Cable Communications	$3,676	$172	$2,930	$42,272	
	City-Wide Special Events	$2,873	$81		$1,832	$1,020
	Marketing	$6,181	$181		$4,418	$4,280
	Tourism	$1,792	$652		$1,415	$4,898
	Conv./Media/Parking					
	Convention/Media/Parking	$805			$128,964	
	Media Center Operations	$648	$312			$14,005
	Comm. Action Program					
	CAP Local Match	$329			$3,151	$16,480
	Human Resources					
	Benefits	$639	$23		$175	
	Compensation	$2,778	$108		$216	
	Employee Relations	$986	$292			
	Employment Services	$1,451	$631			

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	$2,946	$328		$9,751	$8,830
	Organizational Development	$442	$18		$216	
	Risk Management/Safety	$1,051	$284	$1,606	$888	
Admin Svcs Admin.						
	Administration Services Admin.	$2,953	$81		$1,230	$2,645
Finance						
	Accounting Services	$6,611	$421			
	Finance Administration	$2,076	$1,947		$8,838	$6,080
	License/Collection	$4,329	$1,210	$992	$7,338	$3,146
	Materials Control Warehouse	$2,438	$3,251	$2,906	$1,752	$2,089
	Materials Management	$2,060	$72		$2,120	$1,171
Info. Technology						
	Information Technology	$14,458	$2,526	$2,348	$479,369	$11,619
Management & Budget						
	Budget & Research	$3,254	$108		$2,820	$1,385
	Grants Administration	$434	$18		$432	$170
Police Department						
	PD - Fiscal Management	$892,812	$304,177	$424,121	$151,012	$158,028
Fire Department						
	Air-Med & Logistics Ops (HALO)		$1,486			
	Ambulance Services		$455			
	Fire Administration	$189,035	$3,019			
	Fire Marshal's Office		$2,882			
	Fire Medical Services & Health		$247			
	Fire Operations		$152,233			
	Fire Resource Management		$3,547	$56,511	$30,358	$94,269
Parks & Recreation						
	Adult Center		$7,193		$3,986	
	Aquatics		$1,950		$432	
	Foothills Recreation Center	$6,170	$5,041		$8,754	$9,605
	Glendale Community Center		$887		$690	
	Historic Sahuaro Ranch	$1,421	$761		$240	$12,055
	Marketing - Parks & Rec		$199			
	Park Irrigation	$9,853	$994			
	Park Rangers	$1,737	$1,851		$672	
	Parks & Recreation Admin.		$36		$648	
	Parks CIP & Planning	$1,138	$53		$1,322	
	Parks Maintenance	$18,237	$6,909	$18,388	$1,596	
	Pool Maintenance	$1,684	$702			
	Recreation Support Services	$47,700	$299	$19,965	$13,758	$38,492
	Special Events and Programs		$364		$216	

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						
	Sports and Health		$1,006			
	Youth and Teen		$2,910			$3,771
Comm. Partnerships						
	Community Revitalization	$2,139	$69	$1,296	$4,394	$3,240
	Neighborhood Partnership	$2,000	$81	$556	$2,394	$2,410
Library & Arts						
	Arts Maintenance - Admin.	$81	$230			
	Library	$40,901	$5,910	$1,732	$71,287	$46,112
Community Dev Admin						
	CD Deputy City Manager	$767	$18		$290	$170
Building Safety						
	Building Safety	$12,573	$4,540	$10,209	$10,977	$6,552
	Development Services Center	$2,740	$111		$4,152	$7,712
Planning						
	Current Planning	$2,913	$108		$1,728	$862
	Long-Range Planning & Research	$880	$36		$923	$170
	Planning Administration	$1,672	$54		$4,047	$1,662
Economic Development						
	Downtown Beaut. & Promotion	$1,750	$1,249	$1,260	$456	
	Economic Development	$2,943	$90		$3,606	$1,694
Code Compliance						
	Code Compliance	$9,700	$957	$8,885	$6,266	$4,607
Field Operations						
	Cemetery	$1,130	$570	$2,321		$3,299
	Custodial Services	$7,804	$14,072	$8,369	$1,536	
	Downtown Parking Garage	$262				
	Facilities Management	$33,493	$18,869	$20,603	$1,370	$23,669
	Field Operations Admin.	$2,132	$36		$2,371	$22,107
	Graffiti Removal	$2,317	$1,190	$3,408		
Engineering						
	CIP Administration		$912	$3,422	$6,948	
	Construction Inspection		$3,071	$3,707	$633	
	Engineering Administration	$25,665	$90		$3,389	$7,049
	Land Development Division		$90		$5,293	
	Mapping and Records		$18		$3,001	
	Materials Testing		$1,481	$1,931	$765	$4,130
	Utility Inspection		$1,481	$2,048	$255	
Total General		**$1,449,973**	**$574,386**	**$602,501**	**$1,112,331**	**$573,803**

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
1040 - General Services						
	Field Operations					
	Equipment Management	$35,362	$20,563	$20,722	$5,530	$7,209
	Fuel Services			$585		
	Parts Store Operations		$18			
Total General Services		**$35,362**	**$20,581**	**$21,307**	**$5,530**	**$7,209**
1100 - Telephone Services						
	Info. Technology					
	Telephones	$1,126	$18			
Total Telephone Services		**$1,126**	**$18**			
1140 - PC Replacement						
	Info. Technology					
	Technology Replacement		$18			$189
Total PC Replacement			**$18**			**$189**
1220 - Arts Commission Fund						
	Library & Arts					
	Arts Maintenance				$1,605	
Total Arts Commission Fund					**$1,605**	
1281 - Stadium Event Operations						
	Marketing and Comm.					
	Mkt'g - Stadium Events	$14,885				
	Police Department					
	PD - Fiesta Bowl Event	$1,021	$403			
	Stadium - PD Event Staffing	$3,949	$6,554			
	Fire Department					
	Fire - Fiesta Bowl Event	$407				
	Stadium - Fire Event Staffing	$585				
	Transportation					
	Stadium - Transportation Ops.	$5,046				
	Transp - Fiesta Bowl Event	$625				
Total Stadium Event Operations		**$26,518**	**$6,957**			
1282 - Arena Event Operations						
	Police Department					
	Arena-PD Event Staffing	$2,398	$18			

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
	Fire Department					
	Arena - Fire Event Staffing	$1,031	$18			
	Field Operations					
	Arena - ROW Maintenance	$390				
	Transportation					
	Arena - Transportation Ops.	$117				
Total Arena Event Operations		**$3,936**	**$36**			
1340 - Highway User Gas Tax						
	Field Operations					
	Right-of-Way Maintenance	$50,473	$21,318	$25,212	$432	
	Street Maintenance	$55,494	$28,485	$88,198	$7,996	
	Transportation					
	Signs & Markings	$14,468	$7,920	$21,642	$681	
	Street Light Management	$8,759		$540		
	Traffic Design and Development	$5,595	$1,499	$1,406		
	Traffic Signals	$56,133	$11,273	$16,280	$1,394	
	Traffic Studies	$7,202	$72	$2,142	$1,333	
	Transportation Administration	$84,921	$856		$6,700	$6,212
Total Highway User Gas Tax		**$283,045**	**$71,423**	**$155,420**	**$18,536**	**$6,212**
1660 - Transportation Sales Tax						
	Transportation					
	Dial-A-Ride	$75,619	$16,989		$6,295	$18,731
	Fixed Route		$599			
	Intelligent Transportation Sys		$795	$19,809	$17,872	$4,232
	Traffic Mitigation		$18			
	Transit Management		$72			
	Transportation Education		$284	$3,970	$3,770	
	Transportation Program Mgmt		$235		$1,603	
Total Transportation Sales Tax		**$75,619**	**$18,992**	**$23,779**	**$29,540**	**$22,963**
1700 - Police Special Revenue						
	Police Department					
	Patrol - Special Revenue Fund		$76,044	$106,030	$46,127	$37,691
Total Police Special Revenue			**$76,044**	**$106,030**	**$46,127**	**$37,691**
1720 - Fire Special Revenue						
	Fire Department					
	Fire - Special Revenue Fund		$41,071	$14,127	$9,487	$26,186

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
Total Fire Special Revenue			**$41,071**	**$14,127**	**$9,487**	**$26,186**
1740 - Civic Center						
	Civic Center					
	Civic Center	$3,513	$1,013	$1,350	$6,148	$12,422
Total Civic Center		**$3,513**	**$1,013**	**$1,350**	**$6,148**	**$12,422**
1760 - Airport Special Revenue						
	Airport					
	Airport Operations	$33,820	$229	$2,072	$2,097	$15,954
Total Airport Special Revenue		**$33,820**	**$229**	**$2,072**	**$2,097**	**$15,954**
1860 - RICO Funds						
	Police Department					
	State RICO			$141,622		
Total RICO Funds				**$141,622**		
1880 - Parks & Recreation Self Sust						
	Parks & Recreation					
	Adult Center Self Sustaining		$334			
	Rec Self Sust-Foothills Rec		$333		$540	
	Spec Events & Prgm Self Sust		$113			
	Sports Self Sustaining		$264			
	Youth and Teen Self Sustaining		$2,124			
Total Parks & Recreation Self S			**$3,168**		**$540**	
2360 - Water and Sewer						
	Env. Resources					
	Environmental Resources		$90		$3,750	$958
	Water Quality		$2,857	$8,617		$1,034
	Finance					
	Customer Service Office		$3,982		$50,157	$27,131
	Utilities					
	Arrowhead Reclamation Plant		$4,096	$10,185	$1,210	
	Information Management		$322	$7,592	$267,934	
	Public Service Representatives		$1,097	$12,310		
	System Security		$1,633	$10,290	$540	
	Utilities Administration	$326,148	$187	$8,455		$105,375
	West Area Plant		$3,164	$14,802	$13,626	
Total Water and Sewer		**$326,148**	**$17,428**	**$72,251**	**$337,217**	**$134,498**

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
2400 - Water						
	Env. Resources					
	Water Conservation		$2,290	$1,638	$2,602	$581
	Building Safety					
	Cross Connection Control		$664	$3,337	$1,140	$581
	Utilities					
	Central System Control		$2,406	$5,593		
	Central System Maintenance		$1,321	$13,342		
	Cholla Treatment Plant		$3,703	$3,801	$540	
	Customer Service - Field		$11,908	$25,945		
	Irrigation		$261	$2,661		
	Meter Maintenance		$3,381	$21,508		
	Oasis Water Campus		$3,557	$15,889	$4,320	
	Pyramid Peak Plant		$8,105	$6,883		
	Water Distribution		$16,947	$187,024		
Total Water			**$54,543**	**$287,621**	**$8,602**	**$1,162**
2420 - Sewer						
	Utilities					
	Pretreatment Program		$1,564	$15,128		
	Wastewater Collection		$6,965	$168,020	$540	
Total Sewer			**$8,529**	**$183,148**	**$540**	
2440 - Landfill						
	Field Operations					
	Landfill	$45,729	$10,402		$9,890	$5,308
	MRF Operations		$4,713		$3,844	$3,483
	Recycling		$3,760		$2,160	$755
	Solid Waste Admin		$1,340		$2,883	$581
Total Landfill		**$45,729**	**$20,215**		**$18,777**	**$10,127**
2480 - Sanitation						
	Field Operations					
	Curb Service	$71,714	$25,026		$1,620	$581
	Residential-Loose Trash Collec	$28,953	$13,878		$1,620	
	Sanitation Frontload	$32,473	$23,205		$6,045	$1,882
	Sanitation Roll-off	$8,748	$2,982			
Total Sanitation		**$141,888**	**$65,091**		**$9,285**	**$2,463**

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
2500 - Pub Housing Budget Activities						
	Comm. Partnerships					
	Community Housing	$58,267	$2,128	$15,601	$12,133	
Total Pub Housing Budget Activ		**$58,267**	**$2,128**	**$15,601**	**$12,133**	
2530 - Training Facility Revenue Fund						
	Police Department					
	PS Training Ops - Police	$1,470	$653	$31,563	$11,501	$17,213
	Fire Department					
	PS Training Ops - Fire	$12,749	$1,295	$3,652	$82,823	$33,985
	Field Operations					
	PS Training Ops - Fac. Mgmt.	$759	$624	$4,518		
Total Training Facility Revenue		**$14,978**	**$2,572**	**$39,733**	**$94,324**	**$51,198**
2538 - Glendale Health Center						
	Fire Department					
	Glendale Health Center	$78			$5,731	$2,195
Total Glendale Health Center		**$78**			**$5,731**	**$2,195**
2540 - Risk Management Self Insurance						
	Human Resources					
	Risk Mgmt Trust Fund		$18			
Total Risk Management Self Ins			**$18**			
FY 2012 Total Internal Service Premiums:		**$2,500,000**	**$984,460**	**$1,666,562**	**$1,718,550**	**$904,272**

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	$25,000		
		MRF Operations	$357,000			
		Recycling	$125,000			
		Solid Waste Admin	$87,000	$3,000		
			$979,000	**$28,000**		
2480 - Sanitation						
		Curb Service	$1,445,000	$27,000	$216,000	
		Residential-Loose Trash Collec	$529,000		$78,000	
		Sanitation Frontload	$362,000	$27,000	$108,000	
		Sanitation Roll-off	$136,000		$29,000	
			$2,472,000	**$54,000**	**$431,000**	
FY 2012 Total General Staff / Admin Charges:			**$8,862,000**	**$82,000**	**$431,000**	**$47,382**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2012 Budget
1000 - General				
	Fire Department			
	Fire Resource Management (12433)			
		Base	Equipment (Refurbish Pumper)	$98,050
	GENERAL TOTAL			**$98,050**
1120 - Vehicle Replacement				
	Field Operations			
	Equipment Replacement (13610)			
		Base	Police Dept. - 57 Vehicles	$1,643,788
		Base	Field Operations - 7 Vehicles	$287,418
		Base	Utilities - 4 Vehicles	$274,497
		Base	Unscheduled Repl's - Approp.	$274,227
		Base	Fire Department - 2 Vehicles	$181,129
		Base	Transportation - 2 Vehicles	$119,720
		Base	Parks & Rec - 3 Vehicles	$104,841
		Base	MC Warehouse - 1 Vehicle	$39,456
		Base	Engineering - 1 Vehicle	$29,666
			Equipment Replacement	**$2,954,742**
	VEHICLE REPLACEMENT TOTAL			**$2,954,742**
1140 - PC Replacement				
	Info. Technology			
	Technology Replacement (11530)			
		Base	Mobile Data Terminals	$346,977
		Base	Servers	$310,905
		Base	Phone Systems	$134,929
		Base	Multiplexer Costs	$10,876
			Technology Replacement	**$803,687**
	PC REPLACEMENT TOTAL			**$803,687**
1720 - Fire Special Revenue				
	Fire Department			
	Fire - Special Revenue Fund (12610)			
		Base	Equipment (Refurbish Pumper)	$24,512
	FIRE SPECIAL REVENUE TOTAL			**$24,512**

Schedule Eleven
Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2012 Budget
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
	State RICO (32030)			
		Base	Equipment	$232,712
		Base	Improve Other Than Bldgs	$95,000
			State RICO	**$327,712**
	RICO FUNDS TOTAL			**$427,712**
2360 - Water and Sewer				
	Utilities			
	Arrowhead Reclamation Plant (17160)			
		Base	Equipment	$9,000
	Water Distribution (17290)			
		Base	Equipment	$14,687
	WATER AND SEWER TOTAL			**$23,687**
2500 - Pub Housing Budget Activities				
	Comm. Partnerships			
	Community Housing (17910)			
		Base	Misc Cap Projects	$224,126
	PUB HOUSING BUDGET ACTIVITIES TOTAL			**$224,126**
			Grand Total:	**$4,558,590**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2012 Budget
1000 - General		
	Council Office	
	Barrel District (10130)	
	Small Capital Projects	$15,000
	Cactus District (10150)	
	Small Capital Projects	$15,000
	Cholla District (10120)	
	Small Capital Projects	$15,000
	Ocotillo District (10170)	
	Small Capital Projects	$15,000
	Sahuaro District (10140)	
	Small Capital Projects	$15,000
	Yucca District (10160)	
	Small Capital Projects	$15,000
	City Clerk	
	Elections (10240)	
	County Election Services	$82,615
	Non-Departmental	
	Fund 1000 Non-Dept (11801)	
	Unbudgeted Carryover Reserve	$100,000
GENERAL TOTAL		**$272,615**
1300 - Home Grant		
	Comm. Partnerships	
	HOME Program (30001)	
	Habitat For Humanity	$624,524
	Housing Rehabilitation	$249,735
	Newtown CDC Newtown Community	$218,242
	HOME Program	**$1,092,501**
HOME GRANT TOTAL		**$1,092,501**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2012 Budget
1310 - Neighborhood Stabilization Pgm		
	Comm. Partnerships	
	NSP Programs (30900)	
	Professional & Contractual	$1,941,647
	Salary	$150,000
	Allocated Retirement Expense	$14,775
	Social Security - City Share	$9,300
	ER-Medicare Exp	$2,175
	NSP Programs	**$2,117,897**
	NEIGHBORHOOD STABILIZATION PGM TOTAL	**$2,117,897**
1311 - N'hood Stabilization Pgm III		
	Comm. Partnerships	
	NSP III (30910)	
	Professional & Contractual	$300,000
	Pay Reimb-Salary	$50,000
	NSP III	**$350,000**
	N'HOOD STABILIZATION PGM III TOTAL	**$350,000**
1320 - C.D.B.G.		
	Comm. Partnerships	
	CDBG Programs (31001)	
	Housing Rehab. Sub.	$589,133
	Public Facilities Improvement	$334,391
	Housing Projects	$239,409
	Rehab Slum/Blight	$178,238
	Public Facilities Slum/Blight	$65,260
	Code Compliance/Neigh.Preserv	$50,454
	Administration	$36,576
	Housing Rehab. (Clean & Lien)	$30,055
	Unprogrammed Funds	$3,789
	Lead Base Paint Hazard Reduct	$3,276
	CDBG Programs	**$1,530,581**
	C.D.B.G. TOTAL	**$1,530,581**
1660 - Transportation Sales Tax		
	Transportation	
	Traffic Mitigation (16580)	
	Intersection/Ped Safety Imp	$250,000
	TRANSPORTATION SALES TAX TOTAL	**$250,000**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2012 Budget
1842 - ARRA Stimulus Grants		
	Comm. Partnerships	
	CDBG-R (37021)	
	CDBG-R Visual Improvement	$60,000
	JAG Recovery Act (37002)	
	Professional and Contractual	$740,863
	PSSP Fire OT Grant (37110)	
	Overtime	$62,443
	Fire Retirement Exp	$11,652
	ER-Medicare Exp	$905
	PSSP Fire OT Grant	**$75,000**
	PSSP Police OT Grant (37000)	
	Overtime	$58,185
	Police Retirement Exp	$12,364
	Social Security - City Share	$3,607
	ER-Medicare Exp	$844
	PSSP Police OT Grant	**$75,000**
	Stop Violence - Women (37001)	
	Professional and Contractual	$82,668
	Equipment	$2,074
	Stop Violence - Women	**$84,742**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2012 Budget
	Grants	
	ARWRF Facility UV System Imp (37060)	
	Professional and Contractual	$806,000
	Build Safe Engy Prog Enhance (37065)	
	Professional and Contractual	$87,599
	Energy Matters Public Educat (37067)	
	Line Supplies	$120,858
	Temporary Pay	$27,030
	Professional And Contractual	$12,950
	Social Security - City Share	$1,676
	ER-Medicare Exp	$392
	Energy Matters Public Educat	**$162,906**
	Main Library Lighting (37064)	
	Professional and Contractual	$136,831
	Program Manager (37068)	
	Authorized Salaries	$184,144
	Allocated Retirement Expense	$19,795
	Social Security - City Share	$11,417
	ER-Medicare Exp	$2,670
	Program Manager	**$218,026**
	Public Safety/Court Lighting (37062)	
	Professional and Contractual	$32,000
	Sports Courts Lighting Retrofi (37063)	
	Professional and Contractual	$75,000
	Traffic Signal LED Conversion (37066)	
	Equipment Less $5,000/Unit	$42,790
	Well 43 Variable Drive Retrofi (37061)	
	Professional and Contractual	$75,000
	ARRA STIMULUS GRANTS TOTAL	**$2,671,757**

Schedule Twelve
Operating Carryover Savings Budgets

Fund	Dept / Program / Item Description	FY 2012 Budget
2530 - Training Facility Revenue Fund		
	Fire Department	
	PS Training Ops - Fire (12590)	
	Dept Cont. / Emergency Repairs	$30,000
	TRAINING FACILITY REVENUE FUND TOTAL	**$30,000**
	Grand Total:	**$8,315,351**

Appendix

2011-2012

GLENDALE AZ

MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY

POPULATION DISTRIBUTION:

Age	#	%
5 years & Under	22,284	8.93%
5 to 9 years	19,450	7.80%
10 to 14 years	19,121	7.67%
15 to 19 years	19,197	7.70%
20 to 24 years	18,518	7.42%
25 to 34 years	38,324	15.36%
35 to 44 years	35,105	14.07%
45 to 54 years	32,620	13.08%
55 to 59 years	13,964	5.60%
60 to 64 years	10,400	4.17%
65 to 74 years	10,113	4.05%
75 to 84 years	7,058	2.83%
85 years & over	3,301	1.32%
Total	249,455	-

Median age: 31.9

Sex	#	%
Male	124,641	49.97%
Female	124,814	50.03%

INCOME AND BENEFITS (2009 INFLATION-ADJUSTED $'s):

	Households in Range	
Income	#	%
Total Households	80,943	
Less than $10,000	5,272	6.51%
$10,000 to $14,999	3,860	4.77%
$15,000 to $24,999	8,342	10.31%
$25,000 to $34,999	8,918	11.02%
$35,000 to $49,999	12,056	14.89%
$50,000 to $74,999	16,862	20.83%
$75,000 to $99,999	10,374	12.82%
$100,000 to $149,999	10,337	12.77%
$150,000 to $199,999	2,956	3.65%
$200,000 or more	1,966	2.43%

Median household income: $52,447
Mean household income: $65,769

SCHOOL ENROLLMENT:

	Enrolled	
Population 3 yrs & older	#	%
Enrolled in school	71,910	-
Nursery school, preschool	3,521	4.90%
Kindergarten	4,066	5.65%
Elementary school (grades 1-8)	30,565	42.50%
High school (grades 9-12)	16,371	22.77%
College or graduate school	17,387	24.18%

EDUCATIONAL ATTAINMENT

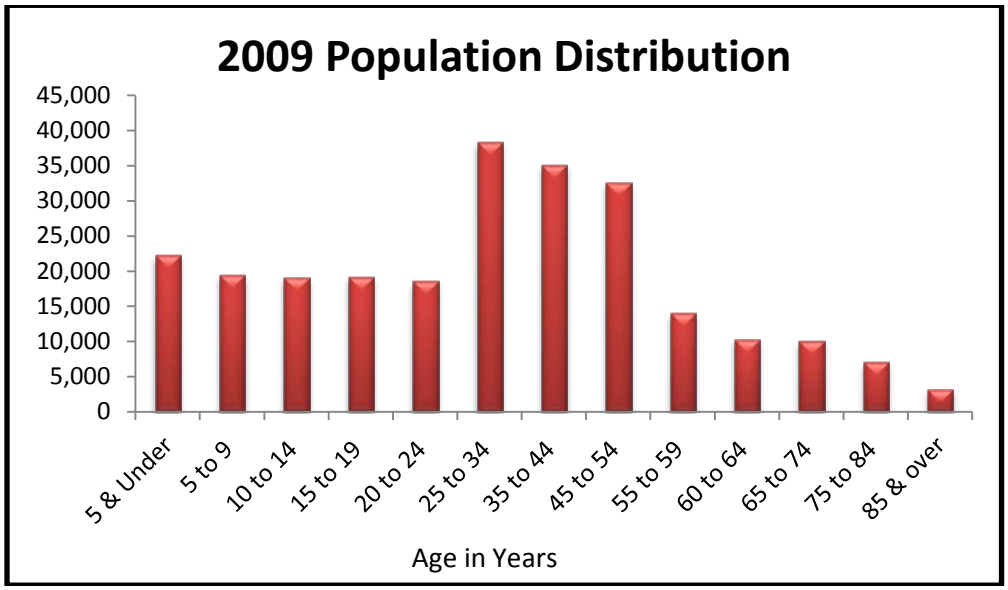
	Attained	
Education	#	%
Population 25 years and over	130,413	-
Less than High School graduate	21,643	16.6%
High school graduate (or equivalent)	34,927	26.8%
Some college, or Associate's degree	46,721	35.8%
Bachelor's degree or higher	27,122	20.8%
Percent w/ bachelor's degree or higher:	27,122	20.8%
Percent of high school graduates w/ some college or an associate's degree:	81,648	62.6%
Percent of all other:	21,643	16.6%

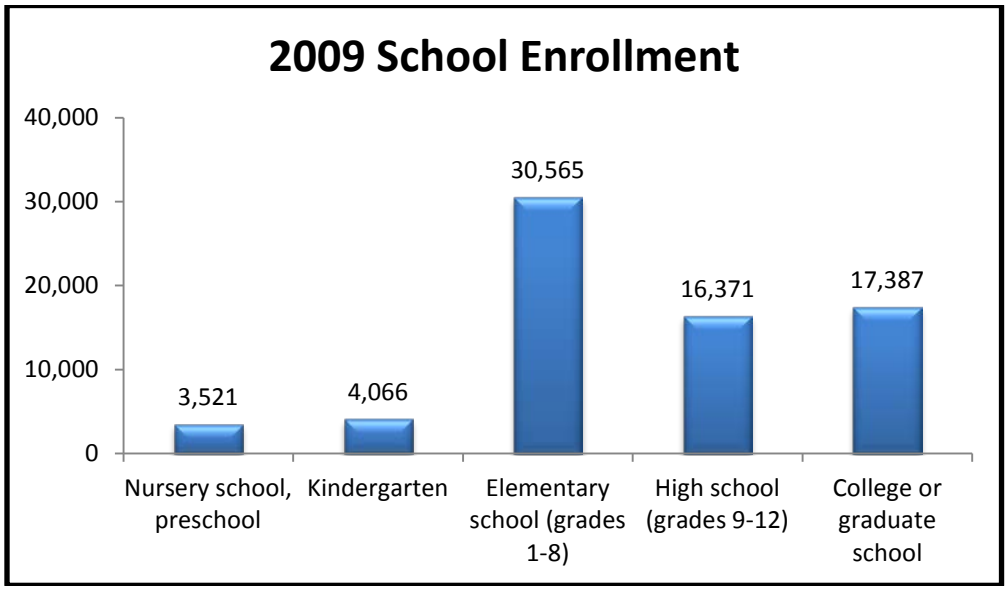
OCCUPATION DISTRIBUTION:

	Employed	
Occupation	#	%
Employed (Age 16 & over)	114,587	-
Management/Professional	33,895	29.58%
Service	18,791	16.40%
Sales and office	32,583	28.44%
Farming/fishing/forestry	209	0.18%
Construction/maintenance	15,714	13.71%
Prod./transport/Material Moving	13,395	11.69%

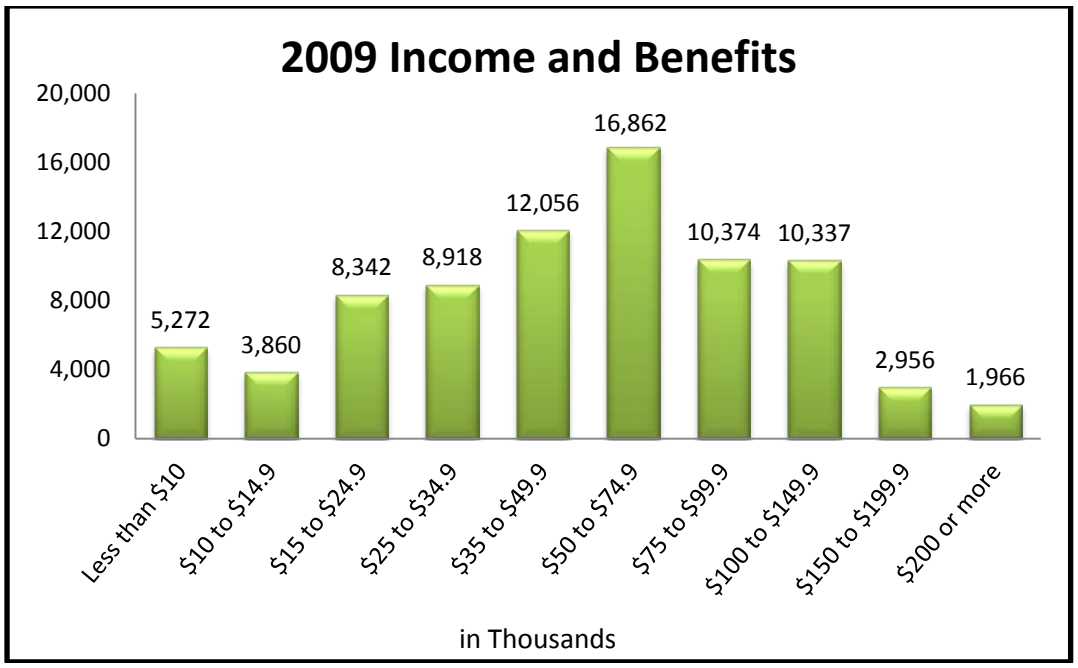
MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY

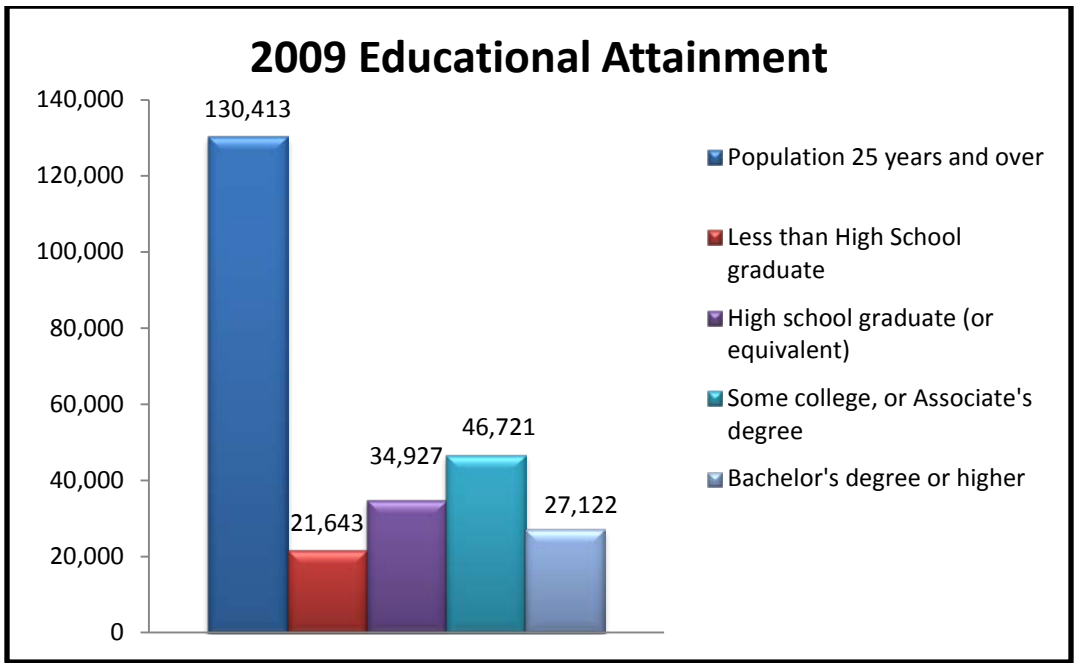
The following two pages show the information from the previous page in chart form.





MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY





CITY 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	2,866
Wal-Mart (FT & PT)	2,025
Glendale Union High School District	2,008
City of Glendale	1,966

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
2011	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
2010 (Census)	226,721
2011 (Estimate)	229,468

***** All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2011:
Full-Time &Part-Time, Permanent **1,966.38**

Elections:
Number of votes cast:
August 2010 Primary Elec. (8/10) 14,526 (3 districts)
November 2010 General Elec. (11/10) 14,052 (2 District runoff elec.)

Percentage of registered voters voting in:
August 2010 Primary Elec. (08/10) 28.63%
November 2010 General Elec. (11/10) 47.67%

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	5,184	$158,860,414
2011*	4,104	$80,918,265

*Through March of 2011.

Fire Protection (for CY 2010):

Number of Stations	9
90% of the time Units arrived On-scene	5:43 Min
Number of Calls	
EMS	34,960
Fire	5,253
Miscellaneous	2,409
Special Operations	809
Total Calls	**43,431**

Fire FTE's (FY 2011) 281 (240 sworn)

Police Protection (for CY 2010):

Number of Stations	3
Calls Processed*	452,237
Vehicular Patrol Units**	116
Number of Reserves	16

*Includes incoming, outgoing and 911 calls
**Marked by lights/sirens & uniformed patrol officers

Police FTE's (FY 2011) 553.5 (407 sworn)

City Court Offenses Processed (for FY 2011):

DUI	2,114
Serious Traffic	441
Other Criminal Traffic	6,348
Civil Traffic	28,498
Non-Traffic Misdemeanor	7,789
Total Citations Issued	**45,190**
Protective Orders	**2,643**

Parks and Recreation (as of April 2011):

Number of Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Playgrounds	97
Ramadas	144
Tennis Courts	38
Racquetball Courts	49
Basketball Courts	55
Volleyball Courts	44
Soccer/Football Fields	55
Softball Fields	54
Swimming Pools	2
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	41
Linear Feet of Multiuse Walkways	92,892

Transportation (as of May 2011):

Miles of Streets Maintained	
Arterial	103
Secondary (1/2 Mile Streets)	64
Collector (1/4 Miles Streets)	151
Local	464
Alleys	20
Unpaved	0.0
Total	**802**

Water Utilities (for CY 2010):

Number of Active Customers*	59,435
Miles of System (lines)	997
Annual Consumption	13,460 M Gal
Avg. gallons/user/month	18.37 K Gal
Avg. gallons/user/year	220.4 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 2010):

Number of Active Customers	56,000
Miles of Collection Lines	710
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
SROG	13.2 MGD
Annual Wastewater Treated	6.9 B Gal

Sanitation (FY through May 2011):

Number of Customers	52,500

Landfill & MRF (FY through March 2011):

Number of Customer Transactions	120,409
Tonnage Processed	
Residential	135,269
Commercial	56,471
Recycle	11,290
Total	**203.030**

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
A/V	Audio/Visual
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
CVB	Convention & Visitors Bureau
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
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
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.
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> **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

SALARY SAVINGS TRANSFER: A transfer of savings from salary & benefit accounts to non-salary, operational accounts like office supplies, equipment maintenance, etc. Normal employee turnover, retirements and terminations can create salary savings situations.

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 "2012 Annual Budget" or "Fiscal Year 2011-12 (FY 2012)" refers to the period that begins July 1, 2011 and concludes on June 30, 2012.

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 2012 budget will be formally adopted by the City Council at a public meeting in June 2011, 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 an Executive Director, Department Director, City Manager or Assistant City Manager. These groups include Appointed & Elected Officials, Budget & Financial Services, City Manager, Communications, Compliance & Asset Management, Development Services, Economic Development, Human Resources & Risk Management, Intergovernmental Programs, Parks, Recreation & Library Services, Neighborhood & Human Services, Public Safety, Public Works, Technology & Innovation, Transportation Services and Water Services.

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 $2.9 million in this year's budget. Secondary Property Tax, used to pay off General Obligation

bonds, will generate approximately $17.9 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.
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> **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 31.1% 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 a budget transfer? A budget transfer moves budget appropriation between programs or funds. Transfers within funds may be done on the City Manager's authority; the City Manager is appointed by the City Council to act as the city's chief executive officer. Transfers between funds require City Council approval.

What are user charges? User charges are fees paid in direct receipt of a public service by the party who benefits from the service. Fees paid for recreation classes or leagues that citizens elect to sign up for and participate are examples of user charges.

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