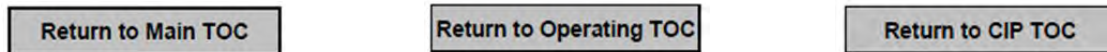


BUDGET BOOK NAVIGATION TIPS

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

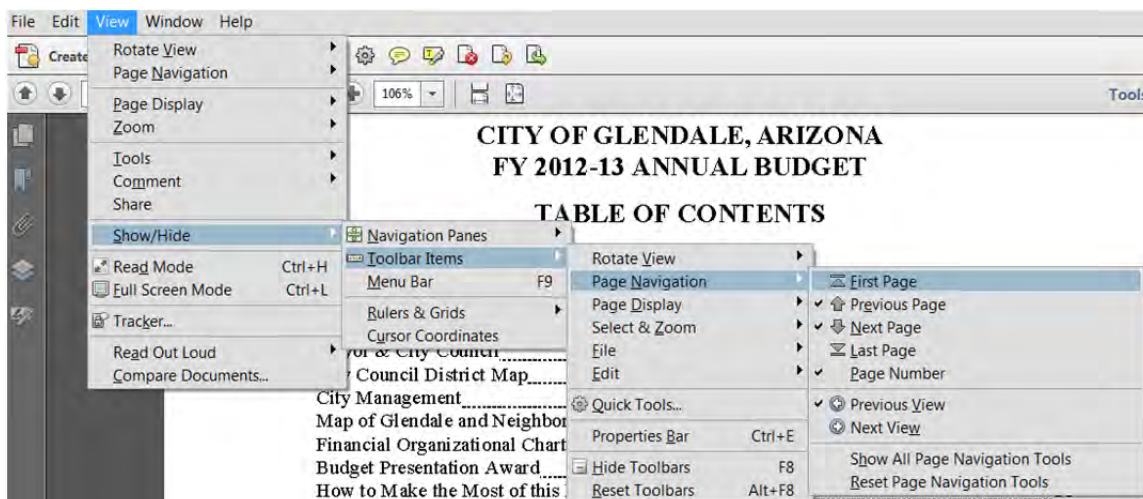
1. The **FY 2013 Annual Budget Book Table of Contents** (Page i) as well as two separate table of contents for the **Operating Budget** (Page 109) and the **Capital Budget** (Page 256) contain links to all sections of the book. To go directly to the section you would like to see, simply click on the section name or page number directly in any of three table of contents.

If at any time you would like to return to the table of contents, click on the **Return to TOC button located at the left hand corner of each page**. Note that if you are within the Operating Budget or CIP section, clicking on **Return to Operating (or CIP) TOC** will take you back to the table of contents for that respective section, from there you can return to the Main table of contents. An example of each button is shown below.



If you see text that asks you to “refer to” or “see” a specific section or a website, you can click on the name of the section or document to go directly to the referenced section or website.

2. Click on the **Bookmarks** tab to the left of the window to view all of the book marked 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. In the page number field, you can enter a page number and press enter to go directly to the page you would like to see. The “◀ & ▶” or “⬆ & ⬇” buttons take you back and forward one page at a time. You should be able to display more navigation options by selecting View>Show/Hide>Toolbar Items>Page Navigation and selecting the navigation button you would to have displayed (see below). The Previous and Next View buttons are highly recommended if you are navigating from one page to another throughout the document.





City of Glendale, Arizona

Annual Budget, 2012-2013



**CITY OF GLENDALE, ARIZONA
FY 2012-13 ANNUAL BUDGET
TABLE OF CONTENTS**

Introduction	<u>Page</u>
Table of Contents	i
City Organizational Chart	1
Mayor & City Council	2
City Council District Map	3
City Management	4
Map of Glendale and Neighboring Communities	5
Financial Organizational Chart	6
Budget Presentation Award	10
How to Make the Most of this Document	11
Budget Calendar	13
Budget Process	16
 Budget Message	
City Manager's Budget Message	19
 Budget Summaries	
Budget Summary	29
Revenues	44
Expenditures	57
 Financial Guidelines	
Five-Year Financial Forecast	77
Financial Plan	94
Financial Policies	104
 Operating Budget	
Operating Budget Table of Contents	109
 2013-2022 Capital Improvement Plan	
CIP Table of Contents	259
CIP Ten-Year Plan	261

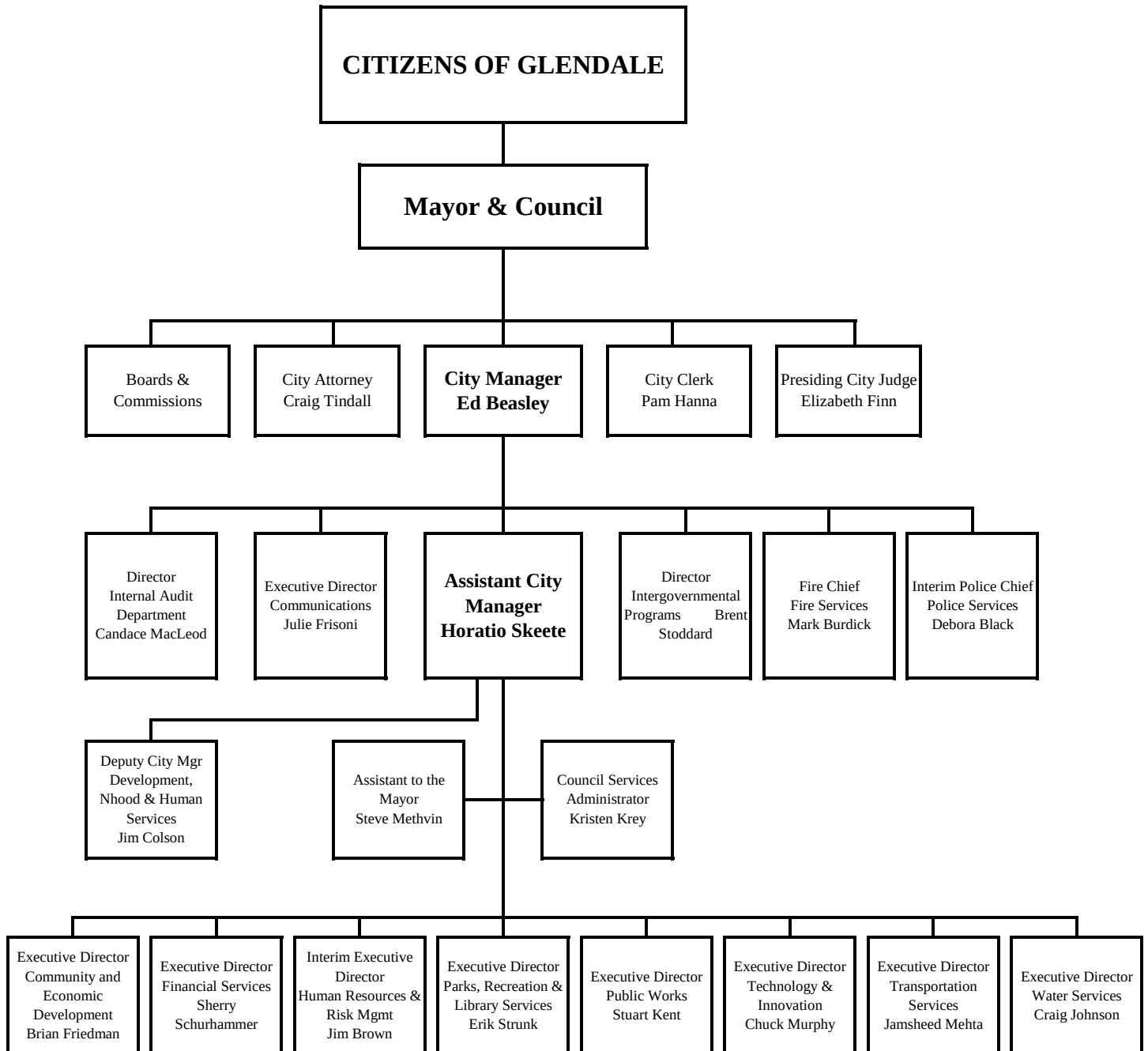


Schedules	<u>Page</u>
Why Include Schedules?	437
Schedule 1: Fund Balance Analysis by Category; by Fund	439
Schedule 2: Operating Revenues by Category; by Fund	444
Schedule 3: Operating Budgets by Program and Fund	457
Schedule 4: Transfers Between Funds	478
Schedule 5: Expenditure Limitation and Property Tax Rate	479
Schedule 6: Authorized Staffing	480
Schedule 7: Long Term Debt Service Summary; by Detail	516
Schedule 8: Scheduled Lease Payments	553
Schedule 9: Internal Service Premiums	554
Schedule 10: General Staff and Administrative Service Charges	562
Schedule 11: Operating Capital List	563
Schedule 12: Carryover Savings Budgets	565
 Appendix	
Miscellaneous Statistics	569
Acronyms	574
Glossary	576
Frequently Asked Questions	580



CITY ORGANIZATIONAL CHART

(Effective July 1, 2012)



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



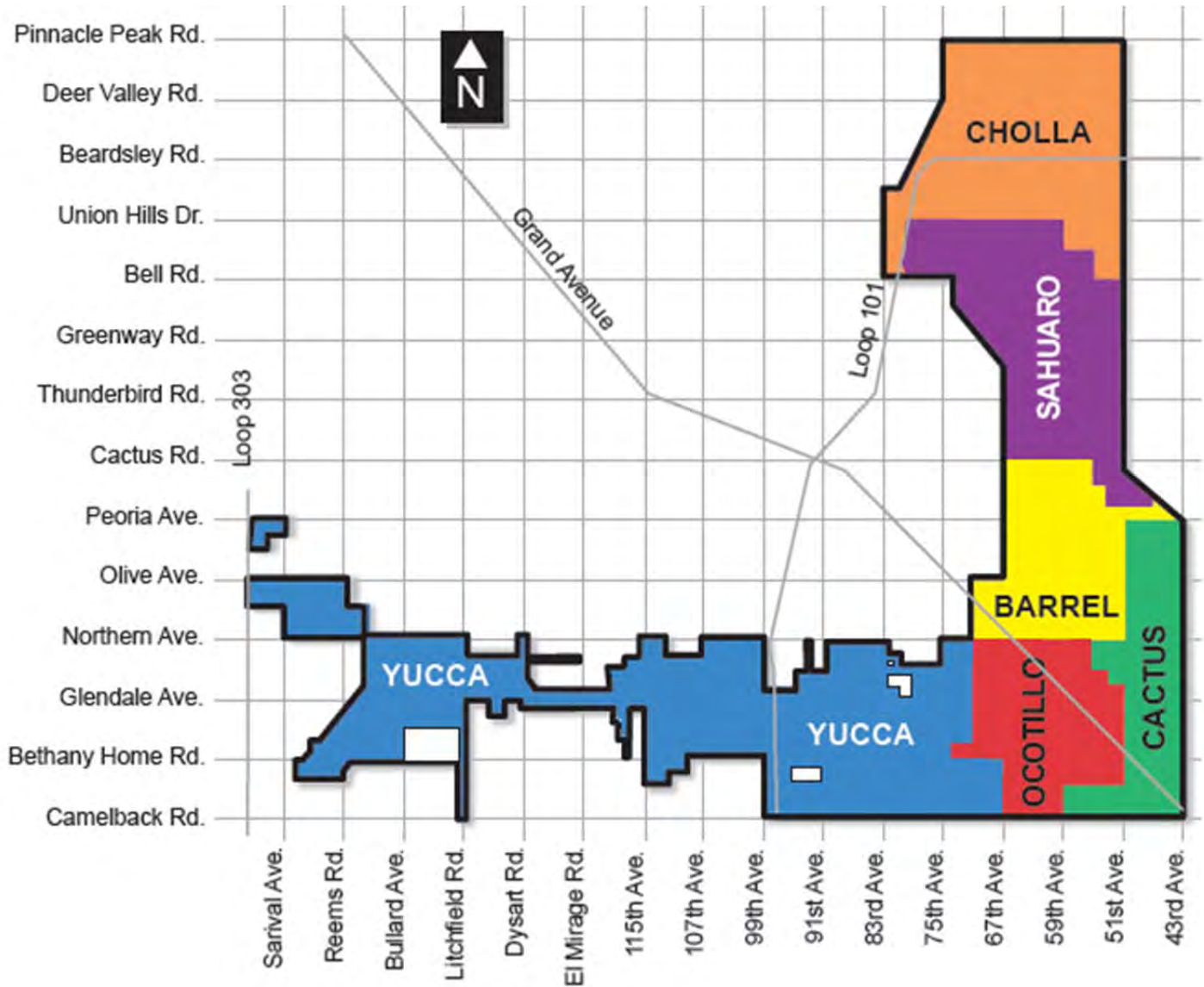
Councilmember
Norma S. Alvarez
Ocotillo District



Councilmember
Joyce V. Clark
Yucca District



GLENDALÉ COUNCIL DISTRICT BOUNDARIES





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
Financial Services

Julie Frisoni
Communications

Candace MacLeod
Internal Audit Department

Jim Colson
*Neighborhood & Human
Services*

Brian Friedman
*Community & Economic
Development*

Mark Burdick
Fire Services

Jim Brown
*Human Resources & Risk
Management*

Brent Stoddard
Intergovernmental Programs

Erik Strunk
*Parks, Recreation & Library
Services*

Debora Black
Police Services

Stuart Kent
Public Works

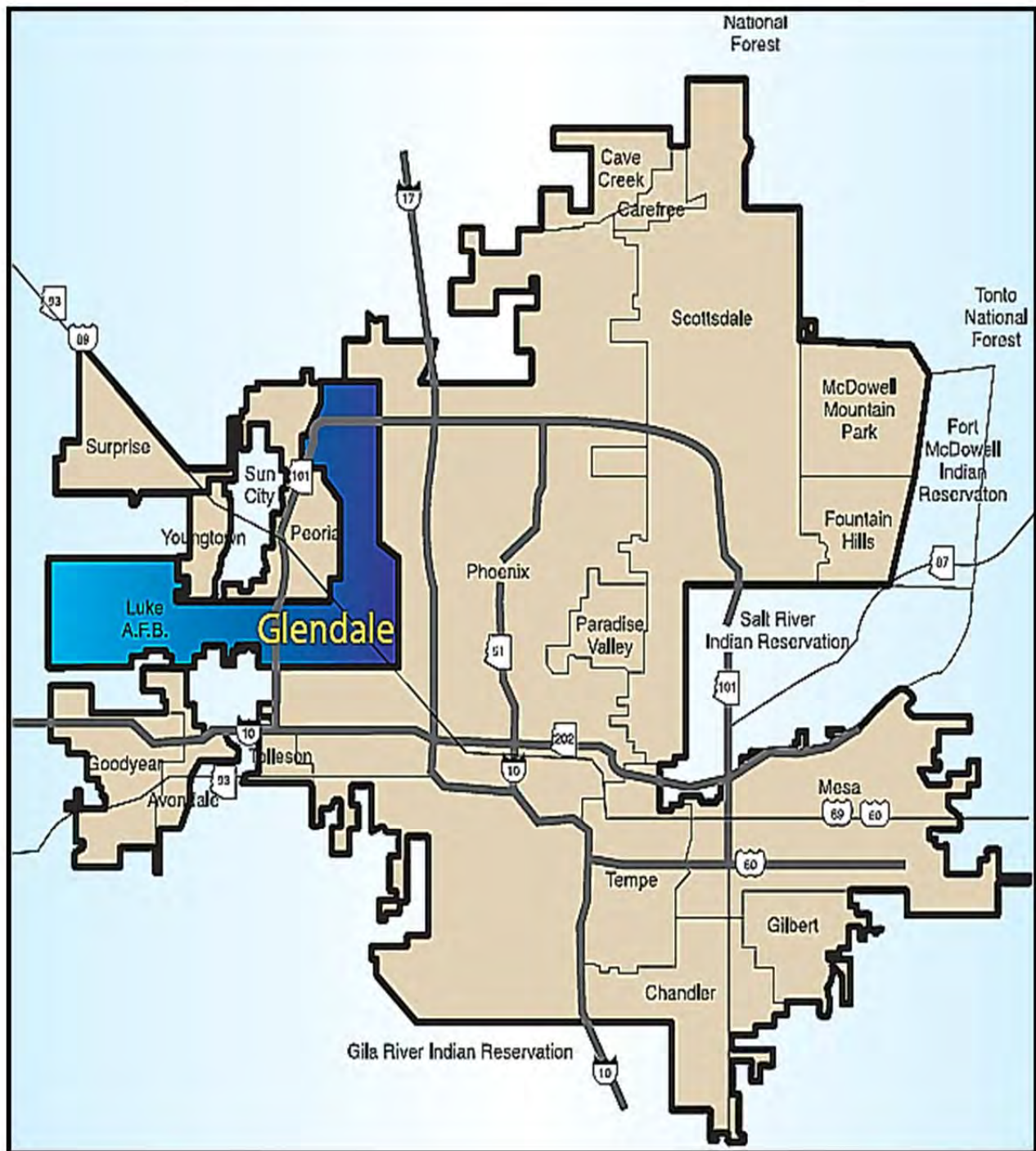
Chuck Murphy
Technology & Innovation

Department Heads and Directors, cont.

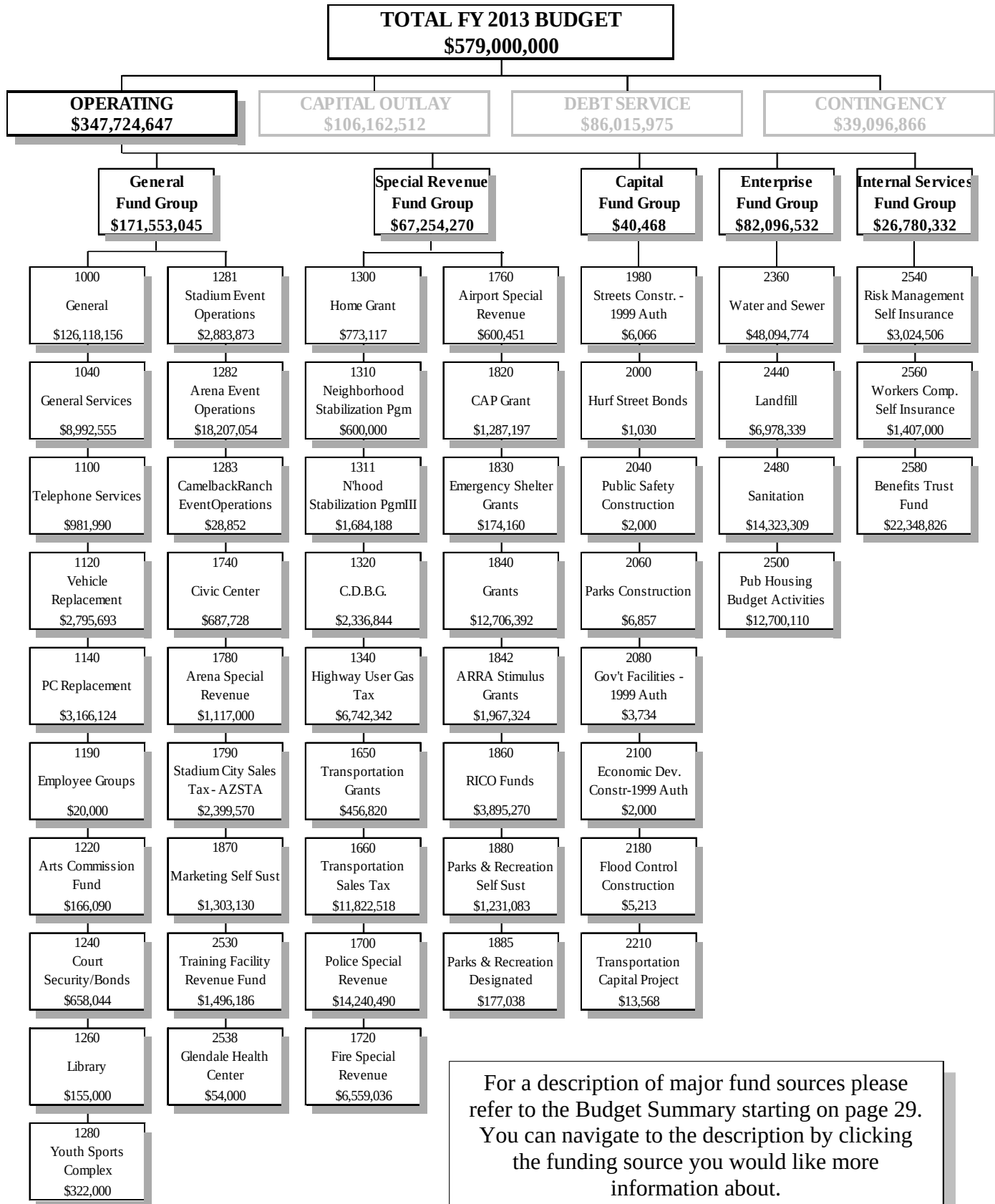
Jamsheed Mehta
Transportation Services

Craig Johnson
Water Services

MAP OF GLENDALE AND NEIGHBORING COMMUNITIES

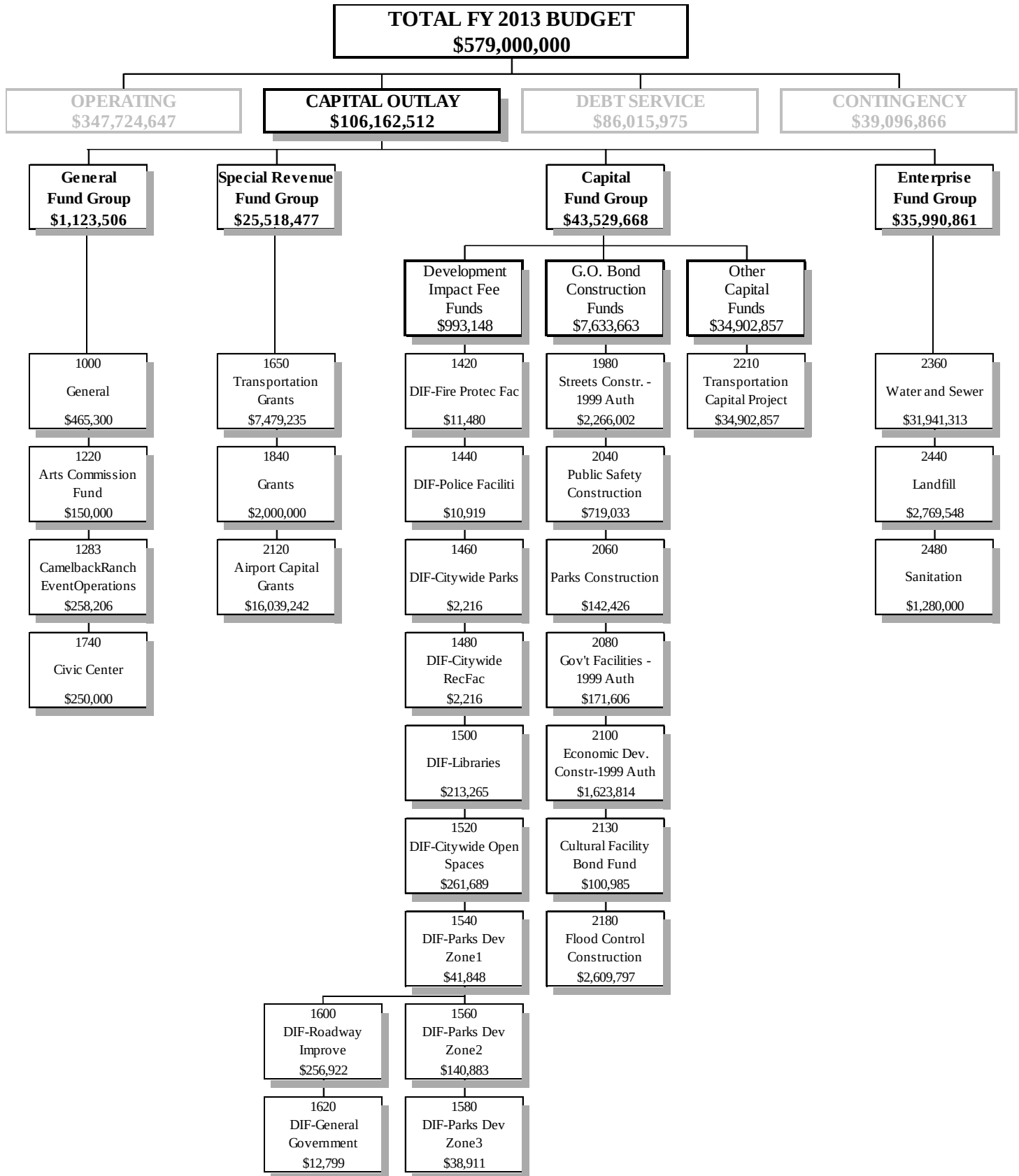


CITY OF GLENDALE, AZ
Financial Organization Chart

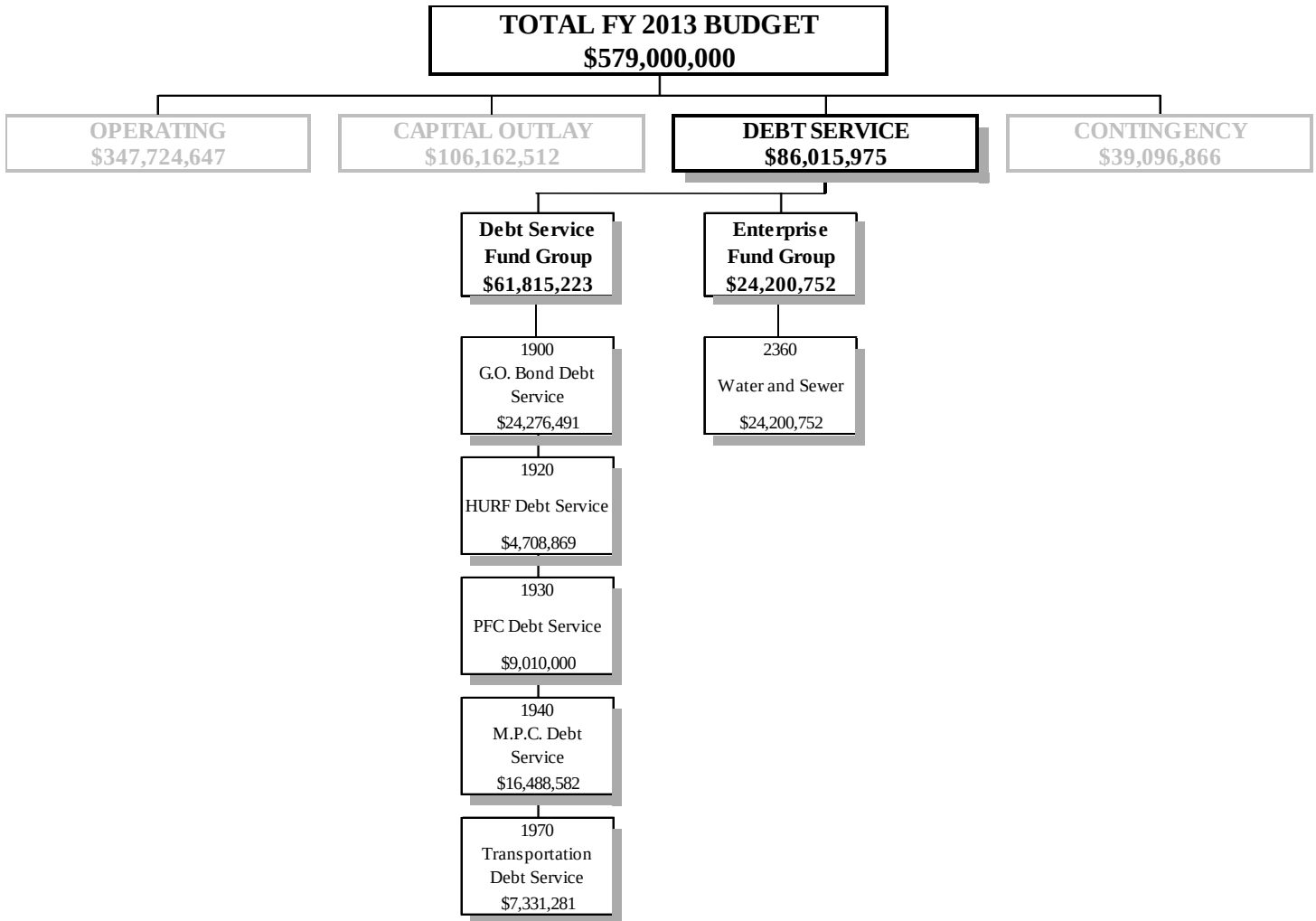




CITY OF GLENDALE, AZ
Financial Organization Chart

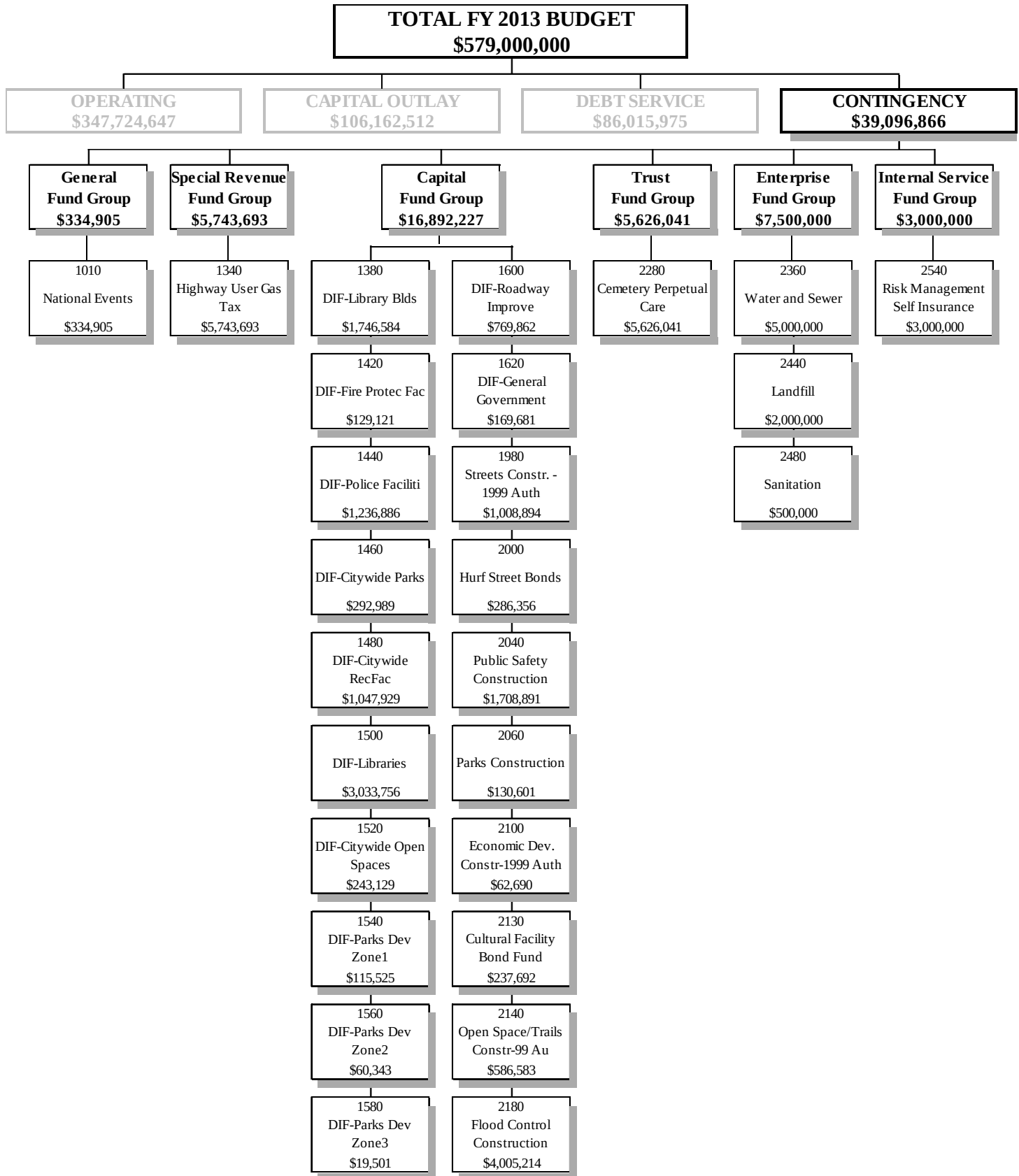


CITY OF GLENDALE, AZ
Financial Organization Chart





CITY OF GLENDALE, AZ
Financial Organization Chart



CITY OF GLENDALE, AZ
Distinguished Budget Presentation Award



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, 2011.

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 executive 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 2013 budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the FY 2012 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.

CITY OF GLENDALE, AZ
How to Make the Most of this Document



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 2013-2022 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 various comprehensive, financial formats. For example, all revenue inflows and outflows are summarized on Schedule One, but from here you can delve into the details for any of the those higher level components by reviewing a schedule dedicated to revenues, operating expenditures or debt service payments. The detail schedules summarize information by account categories, operational departments (i.e. public safety, utilities, sanitation, etc.) and bond issuances.

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 2013 BUDGET CALENDAR

July 2011 – February 2012

Budget staff analyzed revenue and expenditure data to determine budget and economic outlook for FY 2013. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY 2013 revenue, operating and debt service budgets.

Preparation of FY 2013 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.

September 2011 – February 2012

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 FY 2013-2022 CIP document for City Council review.

November 2011

- 1 Status report through the first quarter on the FY 2012 General Fund operating budget revenues and expenditures was presented to City Council.
- 16-29 FY 2013 operating budget kickoff meetings with the executive leadership team comprised of the assistant city manager, deputy city managers, police and fire chiefs, and City Council appointees.
- 30 FY 2013 operating budget kickoff meeting with department directors and staff to commence budget input. Input continued through December 23, 2010.

December 2011

- 7 City Council goal review and strategic planning retreat facilitated by Dick Bowers, President of R.A. Bowers and Associates with special guest Jim Rounds from Elliott D. Pollack and Company (Meeting 1 of 2).
- 27 Last day for FY 2013 operating budget input by departments.

January 2012

- 3 2012 State Legislative Agenda and Legislative Update presented to Council by the Intergovernmental Programs Department; Debt Management Plan and MPC / Water-Sewer Refinancing Options presented by Financial Services Department.

CITY OF GLENDALE, AZ
Budget Calendar



- 10 City Council goal review and strategic planning retreat facilitated by Dick Bowers, President of R.A. Bowers and Associates (Meeting 2 of 2).

February 2012

- 7 The balancing plan for the FY 2013 general fund operating budget and the FY 2013-2022 capital plan was finalized with the assistant city manager and the executive leadership. Delivery of the City Council budget workbook that contained the city manager's recommended operating budget memo, detailed departmental operating budgets and cost of service worksheets was delivered during the week of February 7.
- 14 1:30 PM – 5:00 PM, 1st operating budget workshop.
- 21 1:30 PM – 5:00 PM, 2nd operating budget workshop.
- 28 1:30 PM – 5:00 PM, 3rd operating budget workshop.

March 2012

- 6 8:30 AM – 5:00 PM, 4th operating budget workshop.
- 20 8:30 AM – 5:00 PM, 5th operating budget workshop.

April 2012

- 3 1:30 PM – 5:00 PM, 6th operating budget workshop.
- 12 Delivery of the preliminary FY 2013-2022 capital improvement plan.
- 13 Sixty-day (60) posting of the property tax, sales tax, bed tax, and civic center fee increases on the city website's home page in accordance with state statutes. This posting was done 60 days in advance of the June 12, 2012, City Council meeting at which the city sales tax and bed tax increases as well as civic center fee increases will be considered along the FY 2013 budget adoption. A public hearing on the proposed property tax increase also will occur at the June 12, 2012 City Council meeting.
- 20 Sixty-day (60) posting of the parks, recreation and library fee increases on the city website's home page in accordance with state statutes. This posting was done 60 days in advance of the June 26, 2012, City Council meeting at which the parks, recreation and library fee increases will be considered.
- 17 8:30 AM – 5:00 PM, 7th operating and capital budget workshop.
- 23 8:30 AM – 5:00 PM, 8th final operating and capital budget workshop.

The FY 2013 tentative budget schedules were 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, etc.



May 2012

- 17 The FY 2013 tentative budget schedules were delivered to City Council in advance of the May 22 council meeting.
- 22 City Council adopted a resolution approving the FY 2013 tentative budget, directing publication of the tentative budget, giving notice of the June 12 date for the public hearing on the FY 2013 tentative budget and a separate public hearing on the FY 2013 property tax levy and giving notice of the June 26 date for the adoption of the FY 2013 property tax levy.
- 22 1st clean-up ordinance to City Council regarding FY 2012 inter-fund budget transfers.
- 31 Publication in ***The Glendale Star*** of FY 2013 budget information as required by state statute.

The FY 2013 budget document was prepared. This included preparation of all narratives associated with the tentative schedules such as city organizational chart, Council district map, financial organization chart, budget process, budget message, departmental narratives, budget summaries, financial guidelines, financial policies, capital improvement plan, miscellaneous statistics, etc.

June 2012

- 5 City Council workshop discussion about a potential reduction in the amount of the sales tax increase on single retail item purchases over \$10,000.
- 7 Second publication in ***The Glendale Star*** of FY 2013 budget information as required by state statute.

The Planning Department presented the FY 2013-2022 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 2013-2022 CIP is consistent with the Glendale's General Plan.

- 12 City Council conducted a public hearing on the FY 2013 property tax levy. City Council conducted a separate public hearing on the FY 2013 budget and convened a special meeting to adopt a resolution approving the FY 2013 budget. City Council also conducted separate public hearings on the sales tax and bed tax increases and then voted to approve the rate adjustments, as well as approving Civic Center fee increases.
- 26 City Council adopted an ordinance approving the FY 2013 property tax levy. City Council also approved parks, recreation and library fee increases.
- 26 2nd clean-up ordinance to City Council regarding FY 2012 inter-fund budget transfers.

July 2012

- 1 Start of FY 2013.

FY 2013 BUDGET PROCESS

OVERVIEW:

The FY 2013 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:

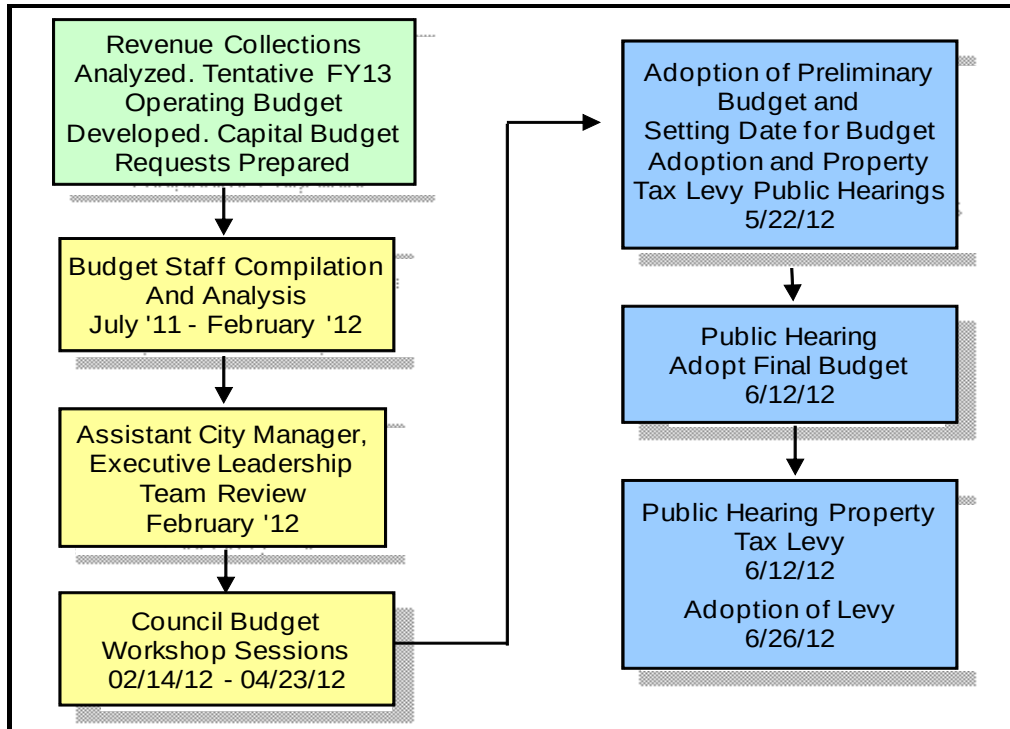
- One community that is fiscally sound,
- One community with strong neighborhoods,
- One community committed to public safety,
- One community with quality economic development,
- One community with a vibrant city center,
- One community with an active partnership with Luke Air Force Base, and
- One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

Two principal issues for the FY 2013 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 2013 operating budget and the FY 2013-2022 capital improvement plan were evaluated. A final balancing plan was established in February 2012 and resulted in the recommended budget presented to City Council at a series of budget workshops held from February to April 2012. 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 2013 budget, the Council adopted it and thereby set the expenditure limitation for FY 2013. A separate public hearing on the FY 2013 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 on the following page illustrates the broad outline of the FY 2013 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

CITY OF GLENDALE, AZ
Budget Process



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 2013 within the general fund group titled PFC Special Revenue (Fund 1782). This fund will be used to track revenues generated at the Camelback Ranch spring training baseball facility which is home to the Los Angeles Dodgers and Chicago White Sox. Revenues in FY 2013 include excess bond construction proceeds that will be used to pay debt service. A transfer out of this fund each year is made to cover the required debt service payment paid from the PFC debt service fund (Fund 1930). This fund will function in much the same way as the Zanjero Special Revenue (Fund 1770) and Arena Special Revenue (Fund 1780) that were established to track revenues within the Zanjero commercial properties (Cabella's Sporting Goods, Cracker Barrel, etc.) and arena revenues generated within Westgate, respectively.

The P.F.C. Debt Service (Fund 1930) mentioned above was created in FY 2012 within the Debt Service Fund Group to track the principal and interest payments associated with the construction and equipment needed for Camelback Ranch. 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 its 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 thru FY 2012. 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 from FY 2010 thru FY 2012. Therefore, a portion of HURF debt service will continue to be paid by secondary property tax revenue (\$1,354,435), roadway development impact fees (\$1 million) and transportation sales tax revenues (\$1 million). The remaining \$1,354,435 needed for the \$4,708,869 debt service payment will be paid for using HURF revenues.





BUDGET MESSAGE

City Manager's Budget Message



Honorable Mayor and Council:

While the current economic environment has witnessed improvements since the official end of the Great Recession, it also continues to present its share of challenges for local and state government. Nevertheless, the City of Glendale remains committed to a promising future with optimism, flexibility and resilience. Vision, innovation, partnerships, and dedicated employees are the bedrock of the city's endeavors to ensure a rewarding and successful future for the community despite the challenging 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 continues to be accomplished through quality economic development and the continuation of strategic investments that build upon

those made over the last decade. An example of the former is the Tanger Factory Outlet Centers, Inc., a 368,000 square-foot outlet development, that will include 85 brand names and is scheduled to open before the 2012 holiday season. Its location adjacent to the city's sports and entertainment district is a perfect complement for the Westgate City Center and adjacent Jobing.com Arena and University of Phoenix Stadium where two professional sports teams play.

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 2013 budget provides resources to maintain high quality, core services and minimizes the impact of budget reductions in other areas of city services. The FY 2013 budget also continues to position ourselves to be proactive and responsive to opportunities that benefit the community.

The FY 2013 budget total across all funds is \$579 million. 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 2011 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 2013 budget continues to reflect the enduring challenges of the post-recession economy. Many ongoing and one-time expenditure management measures were implemented since FY 2009 while keeping our focus on providing exceptional core city services that sustain Council's strategic goals. While public safety remains a top priority for Council, the represented public

BUDGET MESSAGE

City Manager's Budget Message



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 in prior FYs on labor-related items.

Discussion – Principal Issues

The same two principal issues that had to be addressed for the FY 2010, 2011 and 2012 budgets remain for the FY 13 budget as explained below. The budget actions taken to address these two principal issues are addressed after the discussion below.

Economic Conditions. One principal issue for the FY 2013 budget continues to be the economy and its impact on the operating and capital budget. The international/national recession from which the economy is gradually recovering was felt far and wide throughout the world. Arizona was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs – particularly in the construction industry – decline in the numbers of individuals moving to the state and a noticeable fall-off in the state's important tourism industry. The clearest evidence of the recession's impact is in the city's General Fund (GF) ongoing revenue. It peaked at \$184.2 million in FY 2008 and is expected to bottom out in FY 2012 at about \$138 million, the same level of GF ongoing revenue received in FY 2004; the change from the highest to the lowest point is a decline of almost \$46.2 million or 25% in the city's GF ongoing revenue.

As a result of this steep drop off in ongoing revenue, the city's GF faced three consecutive years of operating budget deficits before implementation of balancing measures.

By building fund balance and prudent financial management, the city was able to weather the storm despite the significant shortfalls which occurred in GF revenues.

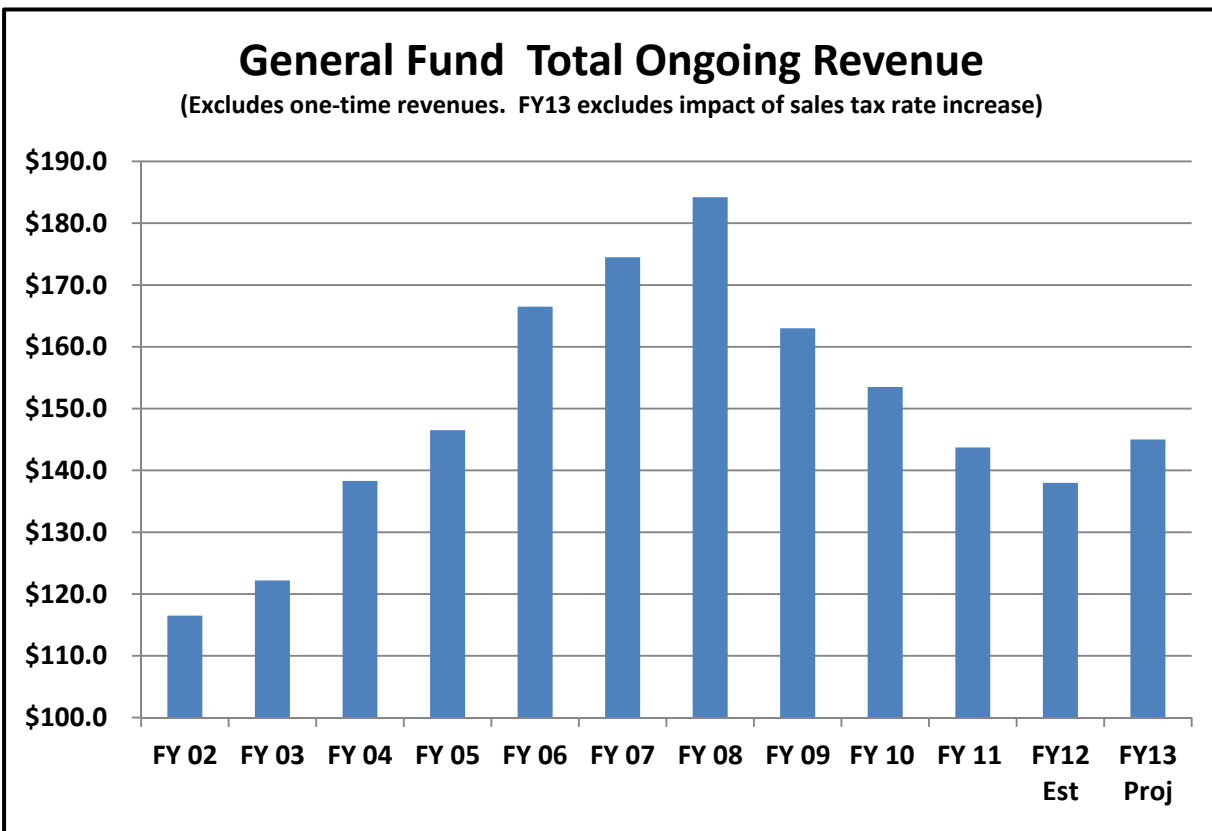
According to the academic, private and government experts on the Arizona economy, recovery across the state will continue to progress albeit at a slow rate. The state's unemployment rate continues its downward trend over time and the past year has seen a reduction in the excess inventory of vacant homes and office and retail space that has dominated the Phoenix area for the past few years.

The two major sources of GF operating budget revenue continue to be city sales taxes and state-shared revenues; they comprise two-thirds to three-fourths of the GF ongoing revenue in any FY. The average annual growth rate for city sales tax collections was a phenomenal 9% from FY 2002 through FY 2007. With the onset of the recession, city sales tax receipts bottomed out in FY 2010 at \$50.6 million, a level last experienced in FY 2004. The FY 2012 estimate is \$51.9 million with growth in FY 2013 (excluding the sales tax rate increase) expected to bring in an additional \$800,000 (1.5% growth). This modest growth expectation is based on the forecasts of Arizona economists. Even with this modest growth, the expected \$51.9 million in city sales tax revenue is less than the level recorded for FY 2005.

State shared revenue for FY 2012 is expected to be \$45.8 million and is based on the 2010 census figures, a 31% decline from the peak of \$66.1 million in FY 2008. The average annual growth rate for state shared revenue collections was 6% from FY 2002 through FY 2008. With FY



2009, a decline started and resulted in four consecutive years of reductions. For FY 2013, state-shared revenue is expected to be \$49.6 million, an increase of \$3.8 million or 8% primarily due to improved income tax collections during 2011. The state's distribution of income tax revenue lags by two years. This lag means the state income tax revenue distributed to cities and towns in FY 2013 will reflect the state's FY 2011 receipts, and they were higher than the FY 2010 receipts.



On the capital side, one widespread and long-lasting impact of the recent recession is the unprecedented decline in real estate values. While this is true across the country, Arizona is consistently categorized as one of the hardest hit states for real estate value declines, along with California, Nevada and Florida.

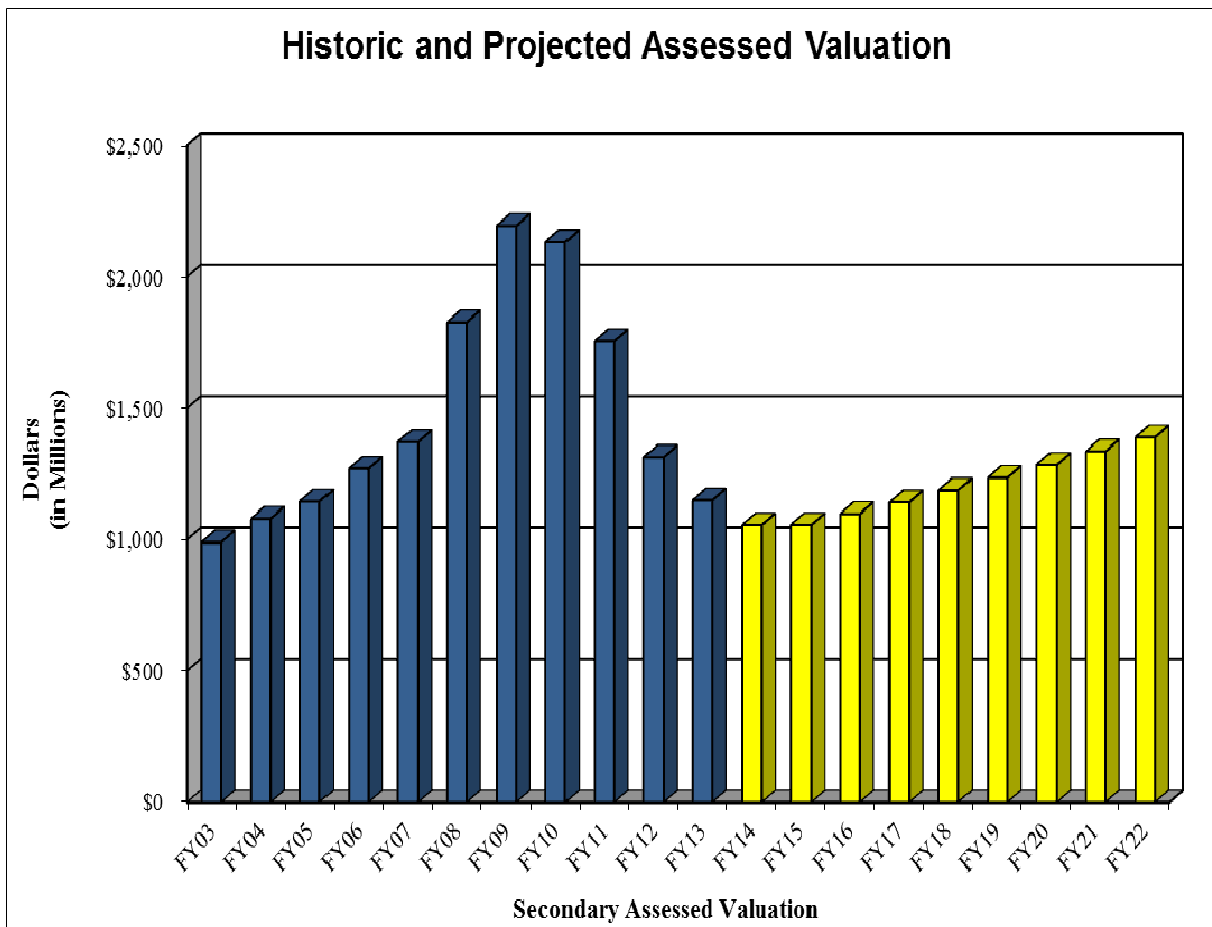
The following chart displays a long-term historical look at Glendale's total secondary assessed valuation, which means it includes all types of properties. The chart shows Glendale reached a high of \$2.2B in FY 2009.

The impact of the recession began to be reflected in Glendale's secondary assessed valuation in FY 2010 when a multi-year decline commenced. That downward trend is expected to continue through FY 2014 when Glendale's secondary assessed valuation is estimated to drop another 8% to \$1.05B, (based on the February 2012 preliminary notices from the Maricopa County Assessor's Office). The \$1.05B low will represent a 52% decline from the peak of \$2.2B in FY 2009, with the bottom of the market will be reflected in Glendale's FY 2014 secondary property tax revenue.

BUDGET MESSAGE
City Manager's Budget Message



Market values still have not declined below 2003 levels in the worst housing/real estate market. For the future, the chart shows a projection of no change for FY 2015 with modest 4% increases expected in FY 2016 [the 2013 real estate market] and beyond. The modest 4% growth rate is reasonable given the fact that Glendale's annual average growth rate 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.



City-Owned Jobing.com Arena and the Coyotes Hockey Team. The second principal issue to be addressed for FY 2013 continues to be the city-owned Jobing.com Arena and the Coyotes National Hockey League team.

In 2001, the City of Glendale entered into various agreements for the purpose of creating a high-quality, diversified economic engine. Council directed staff to establish the city as a destination point through a series of steps over a 10 year period. 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 and, for the past three 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 offset, in part, with the revenue earned by having the Coyotes as the arena's main tenant. An independent economic impact study from FY 2011 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.

For the 2010-2011 hockey season, the city agreed to pay the NHL up to \$25 million if the team did not sell by the end of the season. In May 2011, the NHL reconfirmed its intention to continue their efforts to keep the team in Glendale and that a deal with a possible buyer, Matthew Hulsizer, was imminent therefore, the city entered into an extension of the management agreement with the NHL. This extension of the agreement allowed the team to remain in Glendale for the NHL's 2011-12 season and provided additional time to complete a pending agreement with an ownership group that is committed to retaining the team in Glendale at the Jobing.com Arena. In return, the city agreed to extend the agreement with the NHL for an additional \$25 million.

The pending deal with the Hulsizer group anticipated the city would have to pay at least \$20M in management fees and \$4 million to \$5 million in debt service for the new parking bonds along with other up front capital costs and an escrow deposit of the following year's management fee. The full cost of that deal to the city was estimated to be in excess of \$385 million over the life of the management agreement. This offer was ultimately withdrawn by the Hulsizer group as they were unable to structure a saleable, marketable bond deal.

At the time this memo was written in early May 2012, the city and the NHL were actively negotiating with another interested buyer to take over the team. Therefore, the FY 2013 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 2013 budget also incorporates the addition of a \$17 million arena management fee and \$1 million for capital-related renewal and replacement expenses at the arena.

BUDGET MESSAGE

City Manager's Budget Message



Discussion – Actions Taken To Address Principal Issues Affecting the City's Budget

Budget Strategy to Address Principal Issues. Since FY 2010, the city has implemented a budget strategy to address these principal issues. This strategy is marked by a strategic, business-based and phased approach. This budget strategy also sustains core health and safety related city services as defined by Council's strategic goals. At Council direction, a series of three public meetings were held to provide a venue for public comments.

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. The Innovate Program provides the organization with access to a team of internal staff that has been trained in process improvement methods for the purpose of examining business activities and identifying opportunities to increase effectiveness (adding value) and efficiency (maximizing resources).

The program also provides an opportunity for employees to be actively involved through a dedicated method to submit suggestions, a chance to become project facilitators, and the ability to re-design processes. In addition to the official projects that the Innovate team has completed, departments that have been introduced to the Innovate tools have used the process improvement concepts to further enhance business practices. Employees have been, and continue to be, actively engaged in making business-based recommendations for adjustments that help us in balancing the budget.

As noted earlier, the city's largest operating fund, the GF, enters FY 2013 with a fourth consecutive year of operating budget deficits before implementation of balancing measures. The two principal balancing actions for the past three FYs to address the GF operating deficits were streamlining service delivery and using GF fund balance to offset GF deficits based on a strategic, business-based approach that was phased in over time. This resulted in a mix of ongoing and one-time measures each FY to balance GF ongoing operating expenses, including transfers, against GF ongoing operating revenues.

Ongoing measures included the following steps:

- Contractual/temporary/seasonal employee reductions.
- FTE reductions through attrition.
- Base budget reductions across all city departments based on service and program modifications.
- Restructuring of GF lease and Municipal Property Corporation (MPC) debt service to provide relief while the economy slowly recovers.
- Operating transfer reductions for GF-supported operations at the Glendale Civic Center and other supported programs.
- Revenue enhancements such as new or adjusted fees for services and programs.

The GF operating budget balancing also involved the following one-time measures:

- Employee furloughs and represented employees' pay-related pay concessions.
- Fund balance reductions.



- Technology and vehicle replacement fund contribution reductions.

For FY 2013, these same measures will continue to be used with one significant exception: rather than drawing down the city's GF reserve any further, the city will undertake a long-term plan to rebuilding the GF fund balance.

The city had established a robust GF reserve totaling \$72.5 million (CAFR-basis) at the end of FY 2006 through prudent financial management. With the onset of the recession, revenues began declining significantly. The use of fund balance during challenging economic cycles is a legitimate, generally accepted and widely-used course of action for state and local government across the United States to avoid drastic service reductions when sensitive ongoing revenues fluctuate.

Over the course of the most recent recession, the GF fund balance (CAFR-basis) has been drawn down from \$72.5 million to \$11.7 million by the end of FY 2011 with the FY 2011 draw down being \$27.2 million. This course of action allowed Glendale to continue providing high quality city services during the recession and avoid layoffs per Council's direction. The alternative would have been severe ongoing reductions to city services, including core services, to match the \$46.2 million or 25% decline in GF ongoing revenue sources discussed earlier in this message.

Operating Budget. The FY 2013 recommended operating and capital budgets provide a multi-year path to improved financial stability as the economy improves and the city grows out of the challenges caused by the recession. The recommended budgets also are based on Council's continued vision of one community, and the supporting strategic goals.

On the operating side, the recommended budget provides for:

- Gradual rebuilding of GF fund balance to address the declining GF fund balance that led to a downgrade in the city's bond rating in January 2012. The downgrade is a signal that we must begin rebuilding the city's GF fund balance.
- Continuation of debt service restructuring to establish a payment stream that is more in line with available resources.
- Continued evaluation of departmental operations to increase effectiveness (adding value) and efficiency (maximizing resources) with reductions in ongoing expenditures where possible. The FY 2013 operating budget continues with base budget reductions including the elimination of approximately an additional 100 FTEs and accompanying program and service modifications. With these additional FTE reductions, GF staffing for FY 2013 will reflect an approximate 25% reduction from the FY 2009 peak staffing level of 1,501.
- Continued stable funding for public safety.
- End of employee furloughs and MOU deferrals. Also for FY 2013, 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.
- Incorporation of retirement rate changes into the base budget.

BUDGET MESSAGE
City Manager's Budget Message



The multi-year path to improved financial stability for the FY 2013 operating budget includes a transaction privilege (sales) tax rate increase of 0.7% to the city's undesignated portion of the rate. This increase will occur across all eligible sales tax categories and will become effective August 1, 2012. Given the information available in March 2012, a five-year forecast of revenues and expenditures that included the additional revenue expected from this action show the GF operating budget will return to a healthier position in approximately five fiscal years (2017). This forecast shows a projected ending fund balance of \$14M for the GF in 2017. Based on this forecast, Council should explore the possibility of repealing of all or some of the tax increase at that time.

Other revenue enhancements to be implemented with the FY 2013 budget include an increase to the transient lodging rate [bed tax] from 3.4% to 5.0% with the increased revenue allocated for tourism promotion and related expenses. Other revenue enhancements to be implemented with the FY 2013 budget include adjustments to various fees for the use of the Civic Center and the Parks, Recreation and Library Department programs and services.

Highlights of the FY 2013 budget include no rate increases for water/sewer. Sanitation and landfill services as well as continuation of:

- Current operating hours for the city's libraries;
- Swim programs at the city's two aquatic facilities, Rose Lane Aquatic Center and Foothills Recreation and Aquatic Facility;
- Funding for filled sworn positions in police and fire; and
- Operating hours and maintenance for existing parks and sports fields.

Additionally, FY 2013 represents implementation of successful negotiations with the represented labor groups.

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 2013. As a result of the payoff of senior lien bonds (WIFA), the reserve fund of retained earnings and cash totaling approximately \$11M is freed up allowing for a refunding that eliminates the need for a rate increase in 2013. 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. On the capital side, the recommended budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase of 0.3054 for FY 2013. This increase follows a period of 18 consecutive years where the total property rate tax was either held flat or reduced since FY 1995.

As presented to City Council during the April 23, 2012, budget workshop and in the City Manager's Recommended FY 2013-22 Capital Improvement Plan memo, the FY 2013 secondary property tax rate increase of 0.3054 is step one of a two-step rate increase that will be staggered over two FYs, with step two being implemented for FY 2014 after Council's review.



BUDGET MESSAGE

City Manager's Budget Message

The higher secondary rates are expected to be in effect through FY 2017 based on the most current information available about future assessed valuation for property within Glendale's corporate limits. These higher rates are required to pay for existing debt service for the G.O. bond program; no new G.O. bond sales are planned through FY 2017.

This rate change means the city's secondary rate will increase from \$1.3699/\$100 of assessed valuation to \$1.6753; the city's primary property tax rate will remain unchanged at \$0.2252/\$100 of assessed valuation. The city's total property tax rate will change from \$1.5951 to \$1.9005/\$100 of assessed valuation.

Conclusion

As we progress through FY 2013, the city will continue to evaluate revenues and expenditures 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 GF 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 2013.

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 2013 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 2013 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 MESSAGE



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Budget Summaries

Annual Budget, 2012-2013

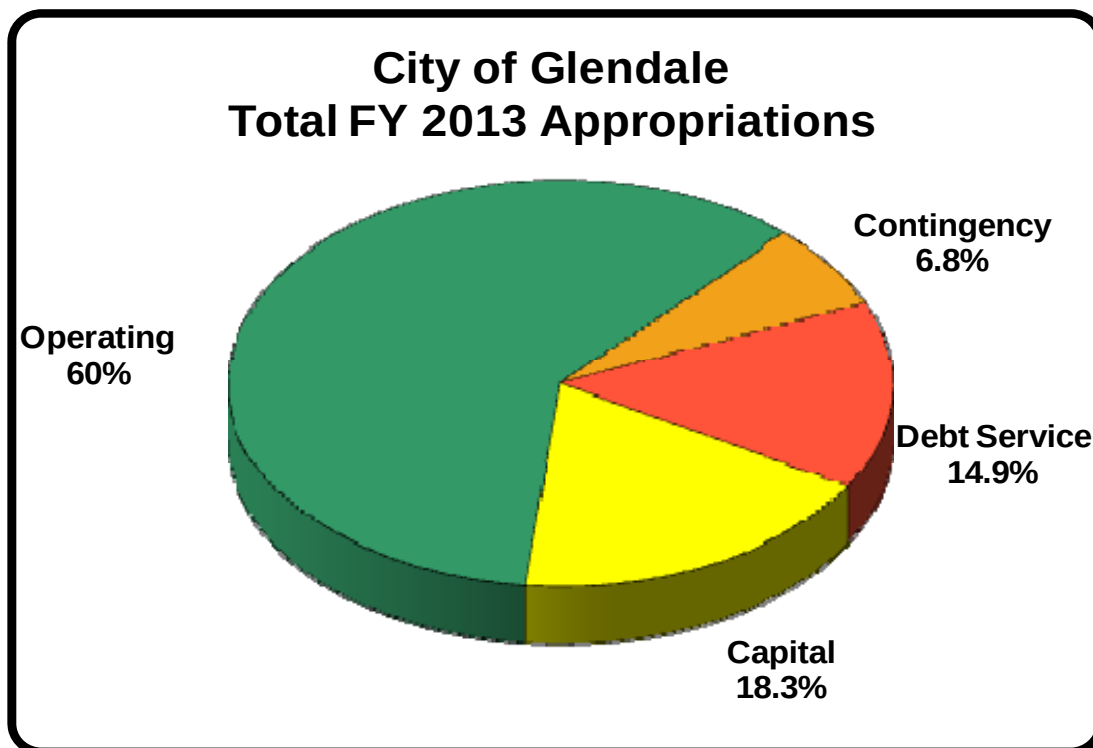


BUDGET SUMMARY

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 \$347.7 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 \$106.2 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to \$86 million. The final component of the budget is the *contingency appropriation* at \$39.1 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 \$579 million for Fiscal Year (FY) 2013. This represents a decrease of 9.2% from the FY 2012 total budget of \$638 million. The decrease is the result of operating and capital budget reductions that were implemented to address reduced revenue sources because of the recession.

As you can see from the graph below, the operating (60.1%) and capital (18.3%) appropriations are the largest components of the FY 2013 budget and account for 78.4% 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*.

BUDGET SUMMARY

Budget Summary



Operating Budget

The development of Glendale's FY 2013 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 in FY 2011 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 2013 operating budget.

During the fall of 2012, 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 2011 and January 2012, City Council conducted a goal review and strategic planning retreat to review progress made on goals and objectives and to identify key objectives for the coming year. City Council's strategic goals did not change from the previous year.

In December 2011, the Financial Services Department kicked off the budget process for FY 2013. 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 same two principal issues that had to be addressed for the FY 2010, 2011 and 2012 budgets remain for the FY 13 budget. One principal issue for the FY 2013 budget continues to be the economy and its impact on the city's ability to fund services and infrastructure for the community through the operating and capital budgets. The international/national recession from which the economy is gradually recovering was felt far and wide throughout the world. Arizona was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs – particularly in the construction industry – decline in the numbers of individuals moving to the state and a noticeable fall-off in the state's important tourism industry. The second principal issue to be addressed for FY 2013 continues to be the city-owned Jobing.com Arena and the Coyotes National Hockey League team.

Despite improvements in revenues, FY 2013 represents the fourth straight year of operating budget deficits, before the implementation of balancing measures, for the General Fund while demand for city services has remained steady or increased in some areas (e.g., code compliance). City sales tax revenues have stabilized and are projected to have a modest increase of about 1.5% (not including the proposed 7/10ths sales tax rate increase); state shared revenues will see an overall increase of 8.4%, lead by state income tax revenue which is projected to increase 19.8% year over year.

Consequently, as part of the FY 2013 budget development process, departments proposed reductions to their ongoing General Fund base operating budgets for both salary and non-salary related items. All departments participated and the proposed reductions equated to \$9 million of their General Fund operating budgets. Each department head reviewed 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 two principal issues that had to be addressed for the FY 2013 budget and the budget actions taken to address them, including the implemented operating budget reductions, see the *City Manager's Budget Message*.

City Council reviewed the city manager's balanced budget in eight public, televised workshop sessions held between February 14 and April 23 to discuss the pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets. The draft budget, as revised by City Council, became the tentative FY 2013 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 12, 2012. 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 2013 through FY 2022 and includes \$597 million 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 Public Works and Financial Services Departments. This team reviewed all CIP projects for their construction costs and their projected impact on the operating budget. Projects with high operating costs are analyzed along with the Five-Year Forecast and may be deferred to ensure the city can absorb the operating impact once the facility opens. For FY 2013, \$106.2 million in capital investments is planned and a summary by type of project is provided in Table 1 below.

BUDGET SUMMARY
Budget Summary



Table 1: Capital Improvements

(All Dollars in Millions)

<i>Fund Name (Fund Number)</i>	<i>FY 2013</i>
Transportation Capital Project (2210)	\$34.9
Water and Sewer (2360)	\$31.9
Airport Capital Grants (2120)	\$16.0
Transportation Grants (1650)	\$7.5
Landfill (2440)	\$2.8
Flood Control Construction (2180)	\$2.6
Streets Constr. - 1999 Auth (1980)	\$2.3
Grants (1840)	\$2.0
Economic Dev. Constr-1999 Auth (2100)	\$1.6
Sanitation (2480)	\$1.3
General (1000/1283/1740)	\$1.0
Public Safety Construction (2040)	\$0.7
DIF-Citywide Open Spaces (1520)	\$0.3
DIF-Roadway Improvements (1601)	\$0.3
All Other Projects	\$1.0
Total CIP	\$106.2

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 \$579 million for FY 2013. 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, inter-departmental or inter-CIP project 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.

During the last three months of the fiscal year, Council may approve the transfer of unencumbered appropriation among funds and departments. All budget transfers are documented by the Financial Services 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 almost 90 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. A brief description of each fund within each fund category is provided on the pages that follow.

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 FY 2013 budget includes a 7/10ths of one cent sales tax increase that is expected to generate an additional \$23 million as approved by Council at the April 23 budget workshop. With the increase, the base sales tax rate [General Fund portion] will increase from 1.20% to 1.90%. The additional revenue will be used to cover both operating and debt service expenses funded by the General Fund and will help the city gradually rebuild a fund balance that was drawn down between FY 2009 and FY 2012 to avoid severe service reductions to the community.

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 2013.

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.

BUDGET SUMMARY**Budget Summary**

Vehicle (Fund 1120) and Technology Replacement (Fund 1140): These replacement funds were designed to allow the city to accumulate the money needed to replace at regular intervals the city's fleet of cars, trucks and other rolling stock and its personal computers, servers and other technology-related equipment. Typically each department pays annually into each fund based on the amount of equipment in its inventory, the expected life span of the equipment in use and any residual value of the equipment. Replacement equipment is then purchased according to the established replacement schedule and paid for out of the appropriate replacement fund. Fund balances in both fluctuate from year to year according to the replacement schedules.

To help address soft economic conditions, the General Fund contributions to both funds were reduced to the 40% funding level for FY 2013. To account for this reduction in funding, the city's fleet of cars was reduced in favor of the motor pool, the useful lives of non-public safety equipment were extended and computers will not be replaced unless they malfunction for all General Fund covered equipment. Enterprise Funds contributions remain at the 100% level and replacements continue to be made as scheduled for equipment in FY 2013.

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 2013 revenue is projected to be \$112,082 due to a planned slowdown in construction activity. However, a projected beginning fund balance of \$1.3 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 2013 projected beginning balance of \$316,558 and projected revenues of \$184,328 will be offset by budgeted expenditures for book purchases and some temporary/hourly labor costs made from the fund totaling \$155,000. Therefore, the ending fund balance is projected to increase to \$345,886.



BUDGET SUMMARY

Budget Summary

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 \$296,602 will supplement revenues of \$450,440 generated from Civic Center activities in FY 2013 to cover operating and capital related expenditures. For FY 2013, Civic Center rental fees were adjusted upward to reflect market pricing for similar facilities in the metropolitan area.

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 arena renewal and replacement to ensure the arena stays modernized. For FY 2013, this fund includes \$1 million for capital-related renewal and replacement expenses at the arena. Revenue collected in this fund includes Phoenix Coyote team/arena 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.

BUDGET SUMMARY

Budget Summary



Westgate City Center opened in November 2006 and already includes 2.8 million square feet of retail, lodging, restaurants, entertainment and office uses. In addition, a new Tanger Factory Outlet Center/Mall, a 368,000 square-foot development is scheduled to open before the 2012 holiday season. 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.

PFC Special Revenue (Fund 1782): The PFC Special Revenue Fund tracks the sales tax revenues generated from Camelback Ranch spring training baseball facility events. This is in accordance with an IGA established with the City of Phoenix. The FY 2013 sales tax revenue is estimated to be \$105,000. It will also be used to track future revenue streams associated with commercial development projects around the facility. A transfer from this fund to the PFC debt service fund is planned each year to pay the debt service related to the construction costs associated with the facility.

In FY 2013, the PFC Special Revenue fund is projected to see a one-time inflow of \$11.3 million related to a planned PFC debt service re-financing in which unused capital bonds proceeds associated with the construction of the facility will be made available to pay down PFC related principal and interest.

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 Communications 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 2013 special events. The General Fund support for this fund was reduced for FY 2012 and that will continue for FY 2013 as this fund has sufficient fund balance to use for operations.

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 at the facility by the Glendale Police and Fire Departments are shared with the partners of those respective disciplines/departments.



BUDGET SUMMARY

Budget Summary

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 2013 projected revenues totaling \$65,966 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:

HURF/Streets (Fund 1340): This 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 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 in FY 2011 and FY 2012 in an effort to balance the state's budget. However, LTAF II distributions were reinstated during the course of FY 2012 and will continue into FY 2013. These revenues are expected to generate \$665,234 and have been included in the FY 2012 estimate and FY 2013 adopted budget.

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

BUDGET SUMMARY

Budget Summary



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. This will be done in FY 2013 and accounts for the draw-down of the \$26.8 million beginning fund balance.

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 2013, the balances for these funds are expected to decline to accommodate planned expenses. Even so, these two public safety funds are expected to retain year-end balances equal to approximately 36% of the current year's projected revenues in total, which exceeds the 10% preferred 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 \$144,415 to augment projected revenue collections of \$456,036 in FY 2013.

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 2013 projected revenues of \$1,231,600 will be offset by projected expenditures totaling \$1,231,083.

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 \$258,995 to \$89,257 in FY 2013 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.

BUDGET SUMMARY

Budget Summary



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 grew over time as the timing of bond issuances and the commencement of capital construction occurred later than originally planned. This fund balance was used to address the shortfall between the revenue generated from the secondary property tax rate and the annual debt service requirements that developed with the unprecedented decline in property values with the last recession. As presented to Council during the April 23, 2012 budget workshop, the FY 2013 secondary property tax rate increase of \$0.3054 is step one of a two step rate increase. Step two will be implemented in FY 2014 after Council's annual review of the property tax rates to ensure 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 its sole purpose is to finance and construct public facilities for the City.

Although the facility opened in FY 2010, capitalized interest (i.e. excess bond proceeds) from the initial bond sale were used to make the initial debt service payments. In FY 2013, the City will refinance the PFC debt in a manner that allows the remaining, unused bond proceeds to be used to cover the FY 2013 principal and interest payment. Future year PFC debt service payments will be covered by revenues generated at the facility and surrounding commercial developments with the balance being 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. 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 have been 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

BUDGET SUMMARY

Budget Summary



of lots, headstones, domes, appurtenances and services provided through the operation of the cemetery are deposited to the city's General Fund.

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 2013. Interest income of \$21,505 will increase the projected FY 2013 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 Financial Services 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 \$64.3 million to \$38 million (ending fund balance plus contingency appropriation) in FY 2013 because of planned capital expenditures totaling \$31.9 million and the debt service requirements associated with revenue bond funded projects totaling \$24.2 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 \$77.9 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling \$48.1 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.



BUDGET SUMMARY

Budget Summary

The Landfill fund balance is expected to decrease from about \$6.9 million to \$5.9 million (ending fund balance plus contingency appropriation). The FY 2013 operating budget totals \$7 million and planned capital expenditures related to a scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$2.8 million. The FY 2013 projected revenues total \$7.9 million.

Sanitation (Fund 2480): This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by sanitation customers. The divisions in the Sanitation Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to decrease from about \$1.8 million to \$1.2 million (ending fund balance plus contingency appropriation) in FY 2013 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. Projected revenues of \$14.8 million are offset by operating expenditures totaling \$14.3 million

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 2013 is \$307,000 and remains unchanged from the previous fiscal year.

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.

BUDGET SUMMARY**Revenues****REVENUES**

Total revenues available to the city in FY 2013 from all sources are estimated at \$466.3 million, of which \$155.3 million or 33.3% 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 2013 from FY 2012.

Table 1: Total Revenues by Fund—FY 2012 vs. FY 2013

(All Dollars in Thousands)

Fund	FY 2012 Estimate	FY 2013 Projection	Change FY 12 to FY 13
1000-General	\$127,376	\$155,317	\$27,941
1040-General Services	\$8,937	\$8,993	\$55
1100-Telephone Services	\$904	\$945	\$41
1120-Vehicle Replacement	\$1,966	\$1,892	(\$74)
1140-PC Replacement	\$1,750	\$2,082	\$332
1240-Court Security/Bonds	\$373	\$417	\$44
1281-Stadium Event Operations	\$861	\$862	\$1
1282-Arena Event Operations	\$380	\$407	\$28
1340-Highway User Gas Tax	\$10,550	\$12,759	\$2,209
1650-Transportation Grants	\$1,135	\$7,936	\$6,801
1660-Transportation Sales Tax	\$21,070	\$21,646	\$576
1700-Police Sales Tax	\$12,289	\$12,685	\$397
1720-Fire Sales Tax	\$6,120	\$6,318	\$198
1740-Civic Center	\$410	\$450	\$40
1770-Zanjero Special Revenue	\$1,227	\$1,735	\$508
1780-Arena Special Revenue	\$10,320	\$8,004	(\$2,316)
1790-Stadium City Sales Tax - AZSTA	\$1,600	\$2,400	\$800
2360-Water and Sewer	\$79,610	\$77,906	(\$1,703)
2440-Landfill	\$7,805	\$7,892	\$87
2480-Sanitation	\$14,757	\$14,835	\$79
2500-Pub Housing Budget Activities	\$13,243	\$14,219	\$976
2540-Risk Management Self Insurance	\$2,539	\$2,540	\$0
2560-Workers Comp. Self Insurance	\$1,023	\$1,023	\$0
2580-Benefits Trust Fund	\$21,896	\$22,313	\$418
Total Operating	\$348,143	\$385,578	\$37,435
Capital and Other Revenue	\$39,082	\$80,673	\$41,591
Grand Total	\$387,225	\$466,251	\$79,026



General Fund Group

General Fund (Fund 1000):

The city expects to collect \$155.3 million in total GF revenue in FY 2013. Of that amount, \$23 million is the additional revenue projected from the 7/10ths of one cent increase in the city's sales tax approved for FY 2013. As part of the FY 2013 budget, the City Council approved an increase of 7/10ths of one cent in the city's undesignated sales tax across all categories (such as retail and restaurants and bars) with the exception of the residential rental and mining categories. The 7/10ths of one cent increase includes food purchased for home consumption. However, food purchased for home consumption with food stamps and other government issued food instruments are exempt from the food sales tax. The sales tax rates increase will become effective on August 1, 2012. The last time the city increased the undesignated portion of its sales tax rate was in 1993.

A five-year forecast of revenues and expenditures that included the additional revenue expected from this action show the GF operating budget will return to a healthier position in approximately five fiscal years (2017). This forecast shows a projected ending fund balance of \$14 million for the GF in 2017. Based on this forecast, staff recommended that Council should explore the possibility of repealing of all or some of the tax increase at that time.

From FY 2008 through the end of FY 2012, total GF ongoing revenue, including HURF revenues, is expected to experience a decline of almost \$46.2 million or 25%, a clear reflection of the economic challenges brought on by the recession. For FY 2013, total ongoing general fund revenues are expected to increase primarily to due to the city sales tax rate increase and improved income tax revenue collections.

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 2013.

The city's GF revenue projection is based on many factors including the following:

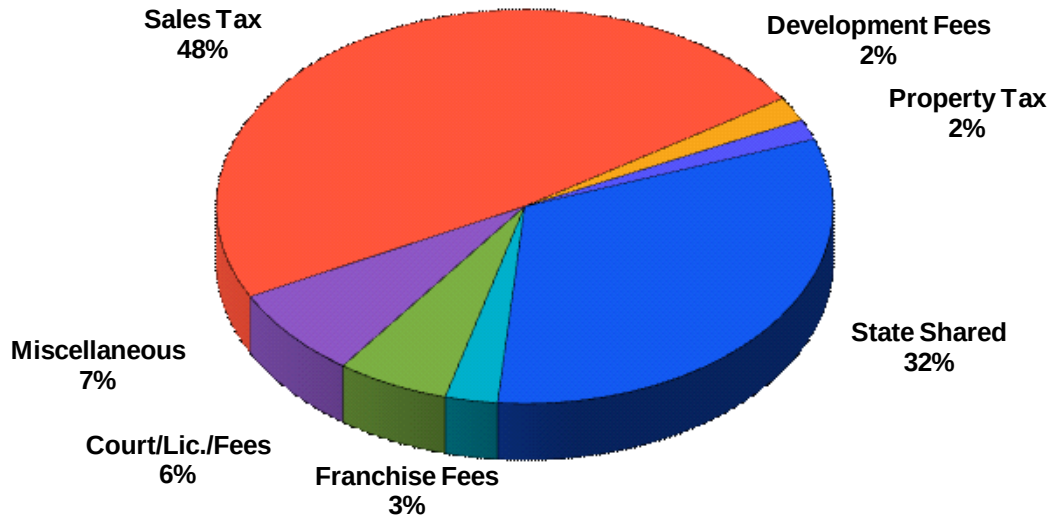
- historic trend data;
- projected changes in state and local population, disposable personal income, retail sales and inflation;
- economic forecasts of state and local economic activity provided by experts on the Arizona economy;
- economic forecasts of overall national economic activity; and
- statistical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

BUDGET SUMMARY

Revenues

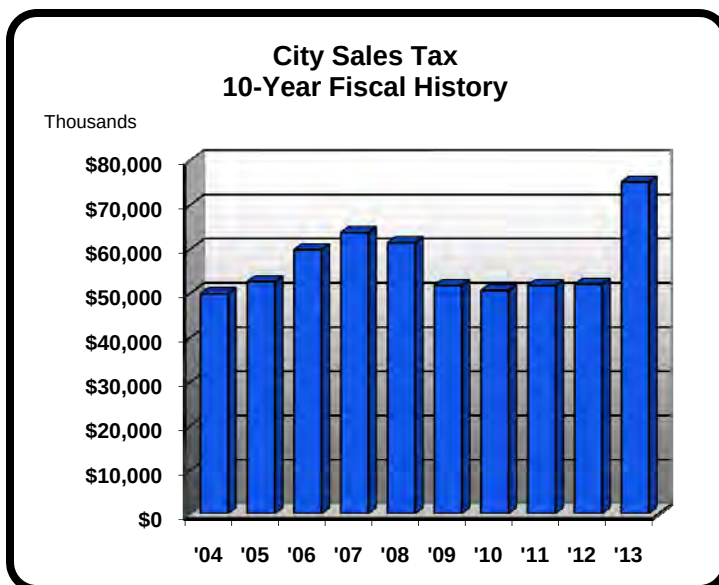


Summary of General Fund Revenue (Excludes Streets Fund)



City Sales Tax: City sales tax represents 48% of the GF revenue and is Glendale's largest source of revenue for FY 2013. It also is the one significant revenue source over which the City Council has authority unlike the state sales tax, state income tax, the gas tax or vehicles license fees. The majority of sales tax revenues is derived from retail businesses (approximately 43% of

total city sales tax collections). Other major classes of sales tax activity include transportation, communications and utilities, rental businesses and restaurants and bars.



As mentioned previously, City Council approved a rate increase in the undesignated portion of the city's sales tax rate for FY 2013. As a result, general fund will receive 1.9% of the city's 2.9% 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 occurring 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.



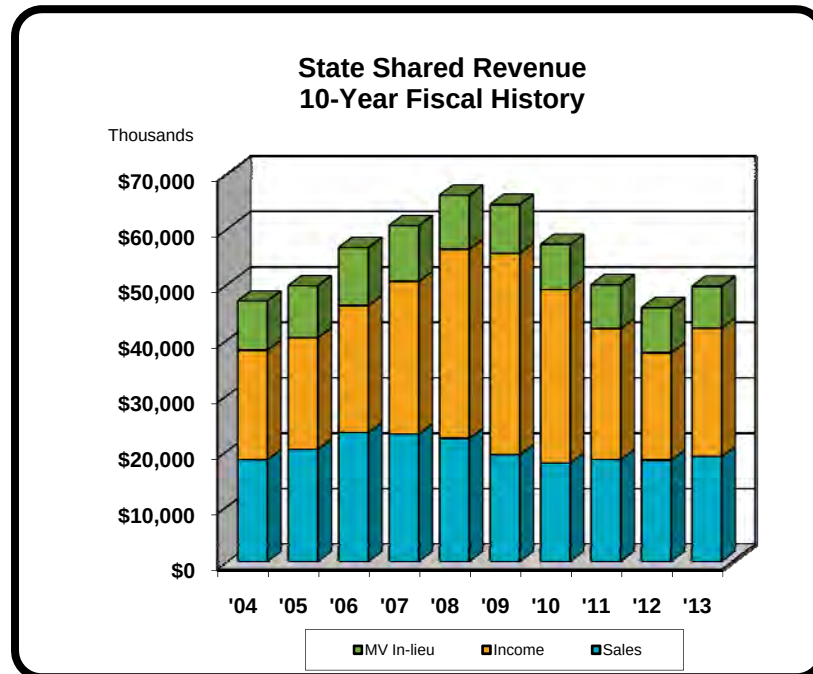
BUDGET SUMMARY

Revenues

The estimate for FY 2012 is \$51.9 million or almost even with the FY2011 actuals. The FY 2013 projection is \$75.1 million, or \$23.2 million higher than FY 2012 estimate. Almost all of the increase is from rates increase.

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 resulted in four consecutive years of reductions. The FY 2012 estimate of \$45.8 million is based on the 2010 census figures and reflects an amount that is less than the FY 2002 distribution.



For FY 2013, the total state-shared revenue is budgeted to increase \$3.8 million or 8% to \$49.6 million. The increase is largely due to improved income tax collections. Total state-shared revenue for FY 2013 is comparable to the actual collection in FY 2011

(FY 2011 actual collection for state - shared revenue is \$49.9 million).

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 2013 will reflect the income tax the state collected in FY 2011. The state's 2011 income tax receipts were higher than the 2010 receipts. As a result, Glendale's share of state income tax revenue is expected to increase by \$3.9 million or 20.2% from \$19.3 million in FY 2012 to \$23.2 million in FY 2013. The city last had income tax receipts at the \$23.2 million level in FY 2011.

BUDGET SUMMARY

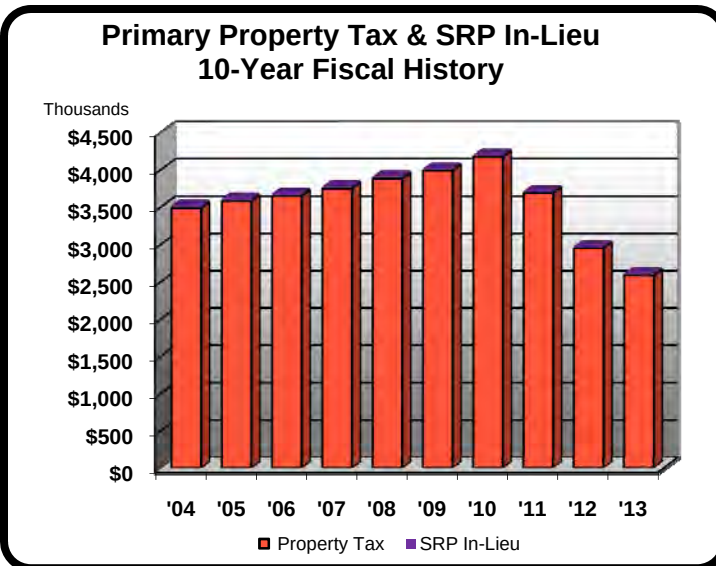
Revenues



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 2012 estimate is \$18.3 million and is almost even with the FY 2011 actuals. The projection for FY 2013 is \$19 million, a modest growth of \$700,000 or 3.8% from FY 2012. The city last had state sales tax receipts in the \$19 million range in FY 2009.

The FY 2013 motor vehicle in lieu tax projection of \$7.5 million is 7.4% less than the \$8.1 million estimate for FY 2012 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 2013. With an unchanged primary rate, Glendale will lose approximately \$361,000 because of continued declines in the primary assessed valuation of existing property (excludes the impact of new construction, which was minor). The city's primary property tax revenue began declining in FY2011; the FY2013 projection reflects a decline of \$1.6 million from the \$4.2 million collected in FY 2010.

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 \$26,747 for FY 2013 and represents approximately 1% of the primary property tax and SRP in-lieu revenue grouping.

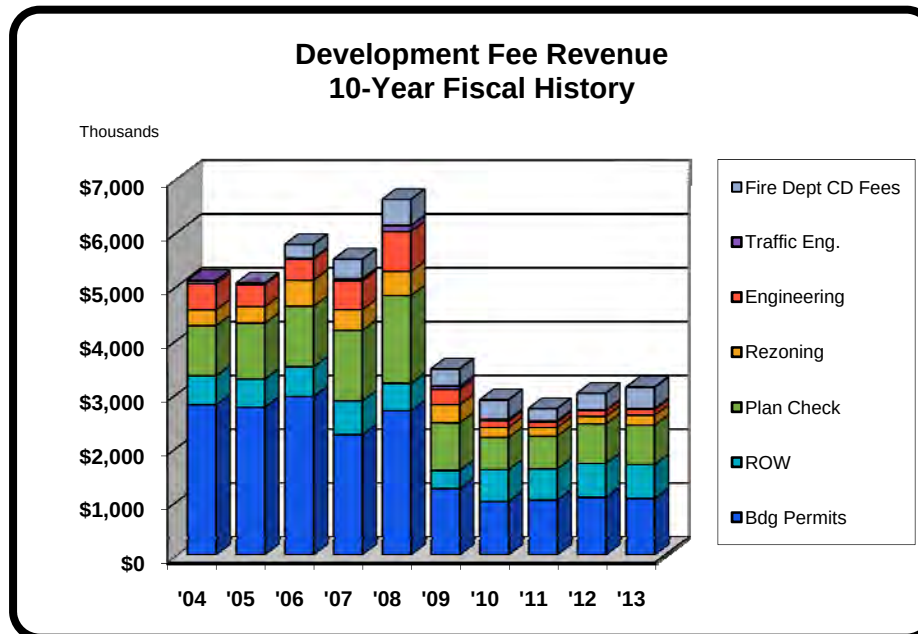
Development Fees: Development-related fees include building permits, right-of-way permits, plan check fees, planning and zoning fees, engineering and traffic engineering plan check fees, fire service related development fees and miscellaneous development related fees. These sources



BUDGET SUMMARY

Revenues

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 2013 projection is \$3.2 million and is flat with the FY 2012 estimate.

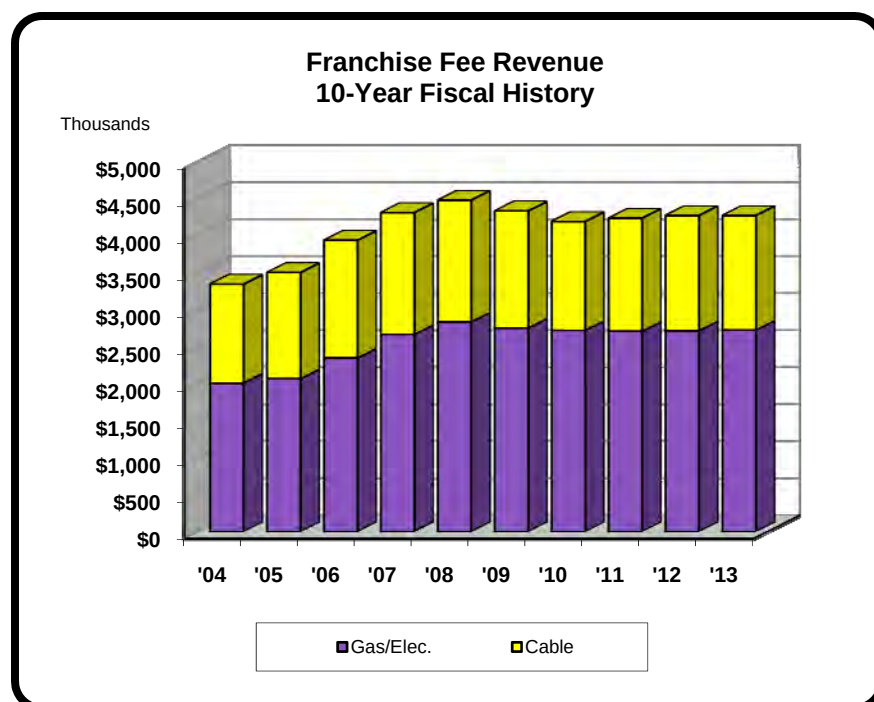


For the development fees category, the largest revenue source in prior years was building permit fees. The same is true for FY 2012 and FY 2013 with just over \$1 million expected in each of the two years. The next largest source of revenue in this category was, and is expected to continue to be, plan check fees.

The decline of over 55% 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 FY 2012 estimate is \$4.3 million and is almost even with the FY 2011 actuals. These revenues are projected to remain essentially flat for FY 2013.

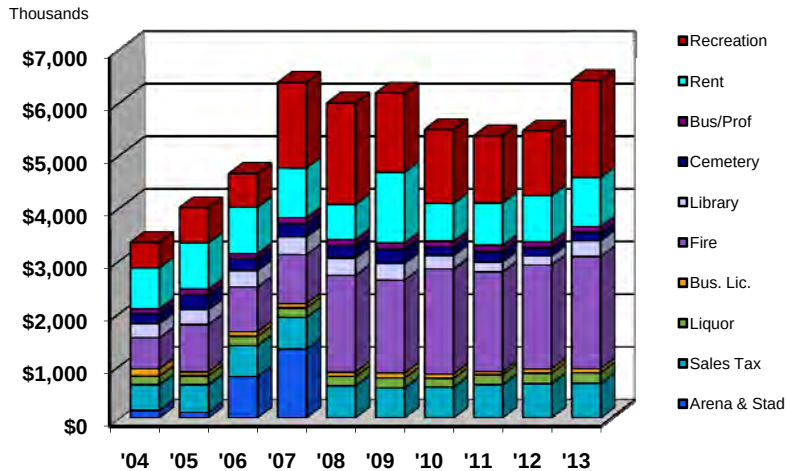


BUDGET SUMMARY

Revenues



**License and Fee Revenue
10-Year Fiscal History**



License and Fee

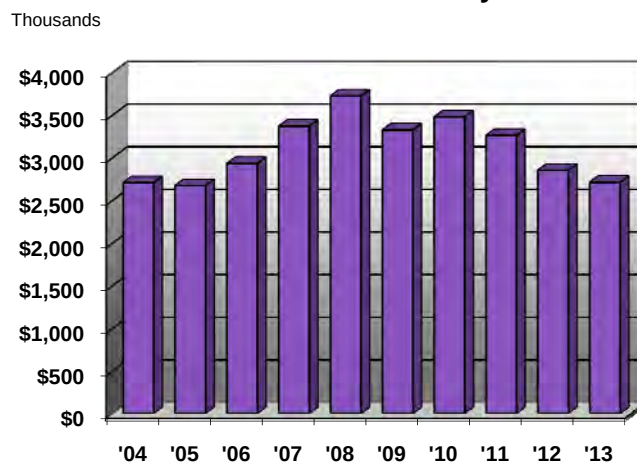
Revenues: This revenue category includes business and professional licenses, business regulatory licenses, sales tax licenses, liquor licenses, recreation fees, fire department fees not related to construction development, library fines and fees, cemetery fees, and rental income from the use of city facilities. Miscellaneous arena and stadium

related fees were included in this category for FY 2004 to FY 2007 but are now accounted for in a separate fund. Stadium security fees were included in FY 2007 only.

As a group, license and fee revenues are expected to generate \$6.4 million in FY 2013, which is an increase of \$955,000 or 18% from FY 2012. Almost all of the revenue increase will be in parks, recreation and libraries revenues as a result of fee adjustments effective for FY 2013. For example, starting in FY 2013, the Adult Center will increase its annual facility use fees, fitness/billiard fees and other miscellaneous fees; the Glendale Recreation After-school Program (GRASP) will establish a fee-based program; aquatic and several recreation facilities fees will be increased; and libraries will generate an additional \$126,000 in revenue from its rental fees.

Court Revenues: The Glendale City Court collects fines for parking and traffic violations and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The 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 collected \$3.1 million in FY 2011. However, this revenue is projected to decline in FY 2012 and FY 2013 as a result of a decline in traffic fines cases. The court projected to collect \$2.7 million in FY 2013.

**Court Revenue
10-Year Fiscal History**





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 2013 revenues of approximately \$11.5 million, compared to \$11.1 million expected to be generated in FY 2012. The city collected \$33.3 million in FY 2011 and included \$12.6 million in one-time revenue from the amended parking agreement for the mixed use development in the sports and entertainment district (City Council approved in January 2011) and \$11.8 million in lease proceeds from a refinancing of outstanding leases.

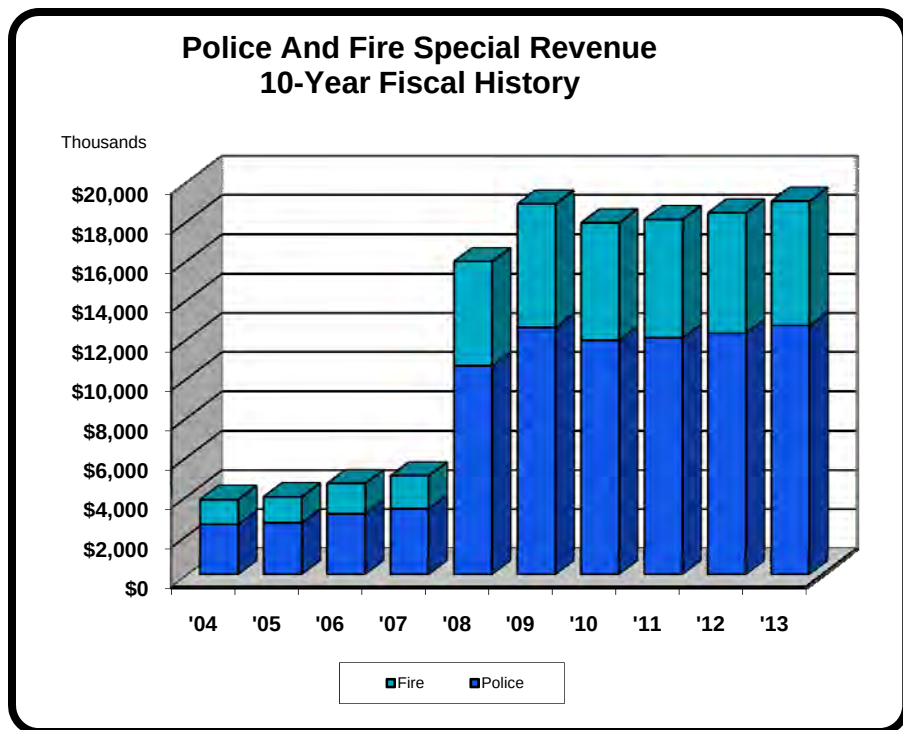
Special Revenue Fund Group:

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.



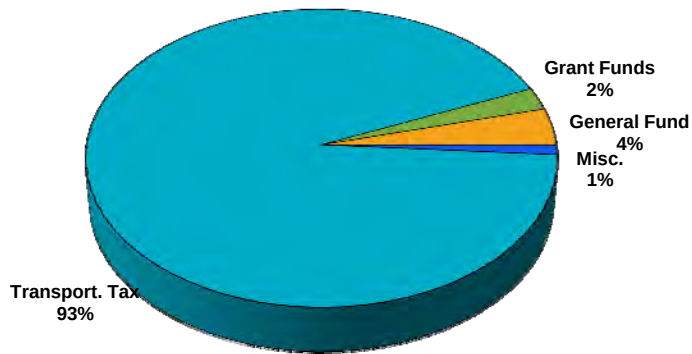
The FY 2013 projection is \$19.0 million with \$12.7 million for police and \$6.3 million for fire. The FY 2013 projection reflects growth of 3.0% from the FY 2012 estimate of \$18.4 million.

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 \$20.9 million in FY 2013 as compared to \$20.2 million estimated for FY 2012. This is an increase of \$622,000 or 3.0%. This revenue source is dedicated to funding various transportation and transit-related projects.

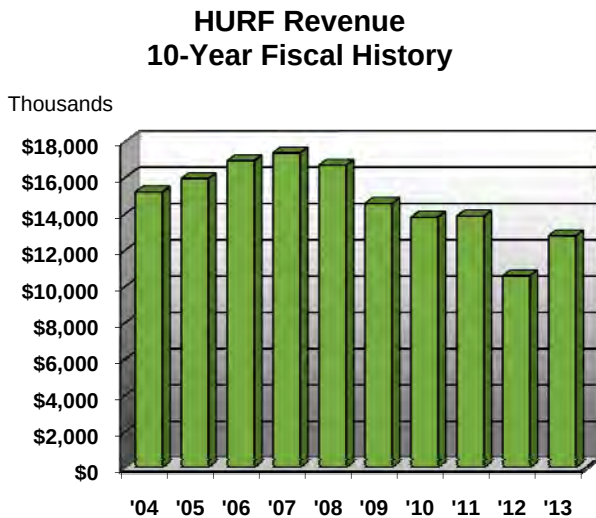
BUDGET SUMMARY**Revenues**

Other sources of FY 2013 revenue within the Transportation Sales Tax Fund include \$130,000 in transit revenues, \$544,000 in grant revenues and \$110,000 in interest earnings and miscellaneous revenues. In total, transportation sales tax fund revenues are projected to be \$21.6 million in FY 2013 or about \$576,000 more than the FY2012 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.

For FY 2012 and FY 2013, the state reinstated the Local Transportation Assistance II (LTAF II) monies for the cities in Maricopa County. As a result, the City of Glendale will receive \$665,000 in FY2012 and the similar amount in FY 2013. LTAF 1 monies have not been reinstated. The city uses LTAF revenue to pay for Dial-A- Ride and fixed route bus services.

Transportation Funding Sources

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.

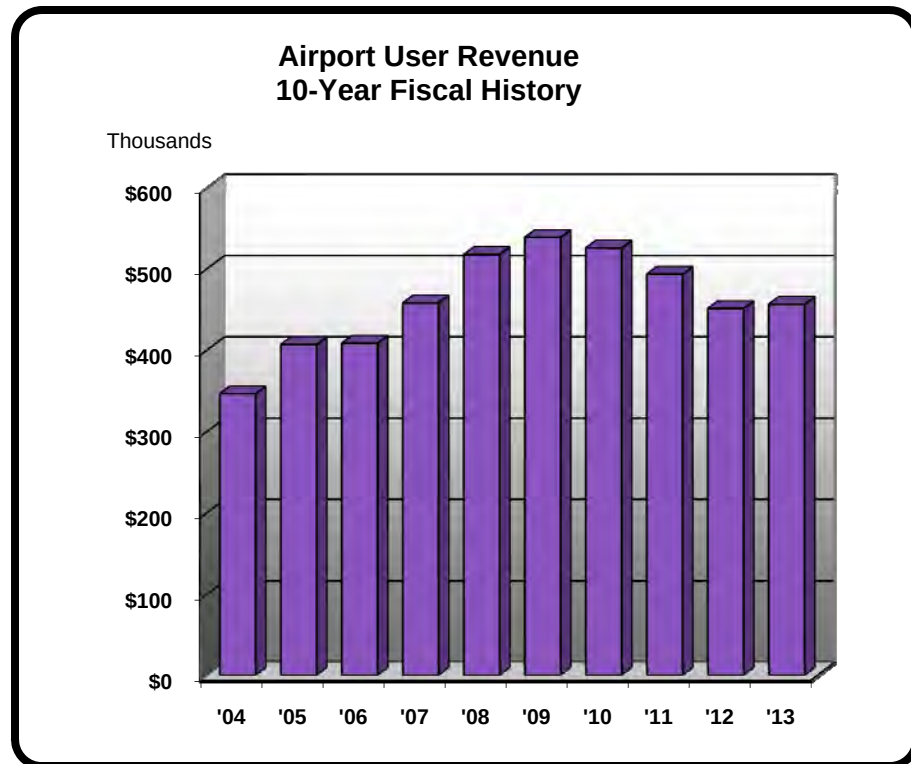
HURF collections are affected by the general health of the economy, as well as the vigor of specific industries such as tourism and trucking. The Arizona state legislature has made formula modifications from time to time that have affected Glendale's share of HURF dollars. Over the past few FYs, the state legislature reallocated a portion of HURF revenues for other purposes



resulting in a decline of the portion distributed to municipalities and counties. For FY 2013, this reallocation changed so the overall estimate amount of HURF dollars to cities and towns has increased by almost 10%. The city will receive \$12.8 million of HURF revenue in FY13, an additional \$2.2 million from the FY 2012 estimate. However, the amount is still less than the actual revenue of \$13.8 million received in FY 2011.

Airport (Fund 1760):

Airport revenues consist of user fees, lease proceeds, commercial activities and other fees and are projected to generate \$456,000 in FY 2013. This fund is supplemented with \$144,000 from the General Fund to assist with the airport operation. 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.

Enterprise Fund Group

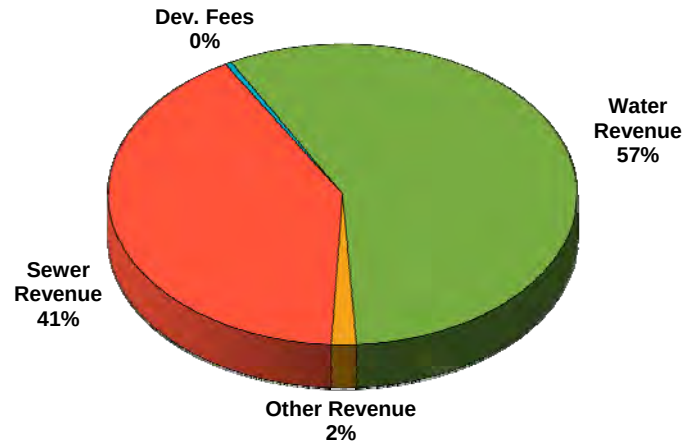
Water/Sewer (Funds 2360, 2400 & 2420): In FY 2013, water sales and sewer fees will make up \$76.2 million of total revenues for this fund. No bond sale is planned for FY 2013. Development impact fees (DIF) revenue is projected at \$350,000 for FY 2013. Other revenue sources totaling about \$1.3 million include interest earnings and miscellaneous fees and charges. Overall revenues for the Water/Sewer Fund amount to \$77.9 million in FY 2013, just \$300,000 more than the FY 2012 estimate of \$79.6 million.

BUDGET SUMMARY

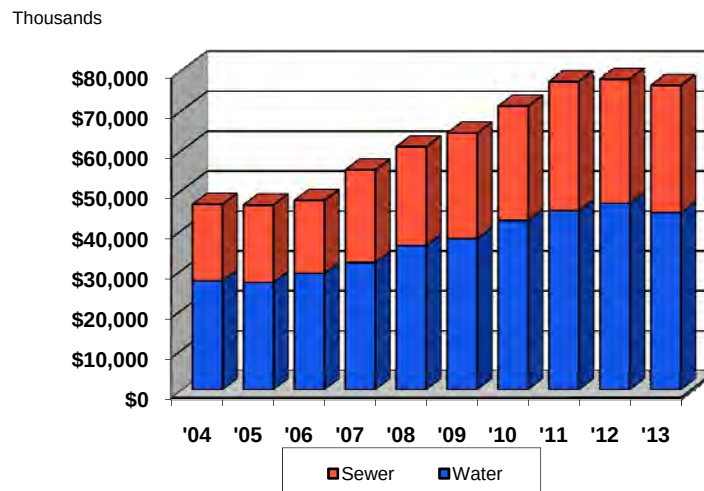
Revenues



Water & Sewer Revenues



Water & Sewer Revenue
10-Year Fiscal History



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 2012, there will not be any rate increases for FY 2013. 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.

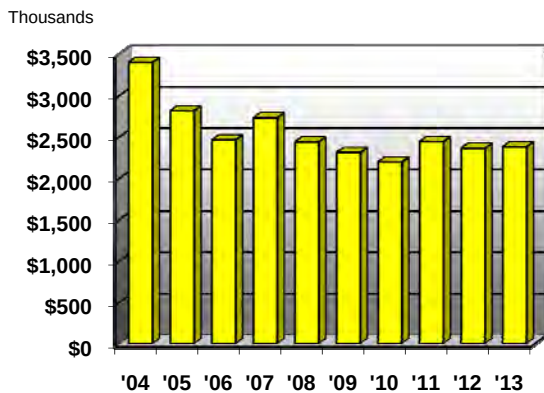


BUDGET SUMMARY

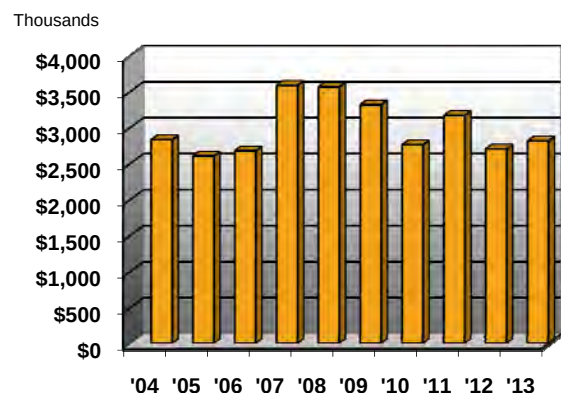
Revenues

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 \$2.4 million in revenue for the Landfill Fund in FY 2013, the same as the FY 2012 revenue estimate.

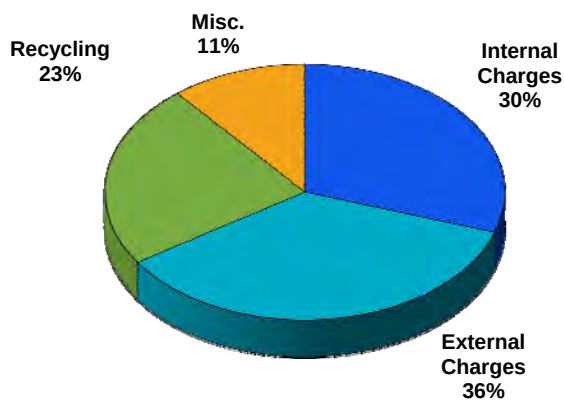
**City Internal Tipping Fees
10-Year Fiscal History**



**External User Tipping Fees
10-Year Fiscal History**



Landfill Revenues



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 2013. This tipping fee will generate \$2.8 million in revenue for the Landfill Fund in FY 2013, about \$100,000 more than the \$2.7 million expected for FY 2012. In FY 2013, the recycling sales program is projected to bring in \$1.8 million. This amount is slightly

lower than the actual recycling sales revenue of \$2.3 million collected in FY 2011. 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 \$867,000. Total projected revenues for FY 2013 are \$7.9 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

BUDGET SUMMARY

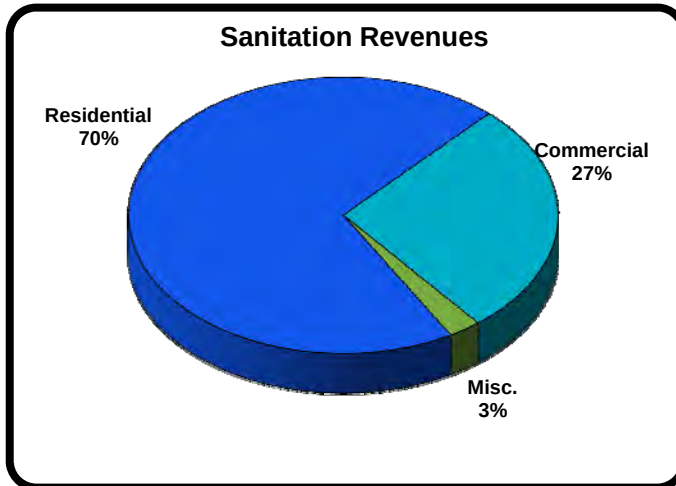
Revenues



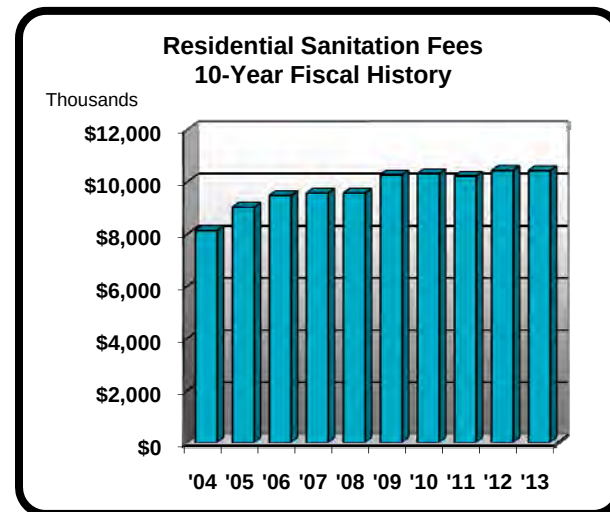
based on this long-range plan. Landfill fees for the disposal of the solid waste collected from residences and businesses represent a significant part of the expenses incurred by the sanitation enterprise operation. Consequently, adjustments to landfill rates have a major impact on sanitation rates.

Glendale's residential sanitation rate for FY 2012 is \$16.30 and includes weekly trash and recycling collection as well as monthly loose trash collection. The last rate change occurred in

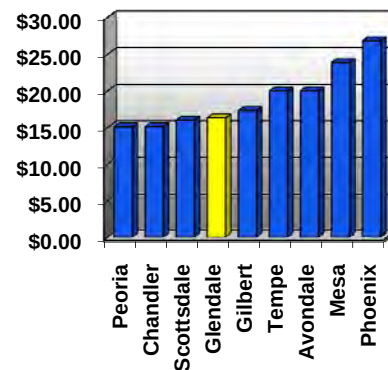
January 2005. Due to a healthy fund balance and significantly lower equipment repair and replacement costs, the sanitation rate for FY 2013 will remain at \$16.30.



The FY 2013 total revenues of \$14.8 million come primarily from two sources: residential collection fees, projected at \$10.4 million, and commercial collection fees, projected at \$4 million. The residential and commercial collection programs account for 97% of the sanitation revenues.



Valley Sanitation Rates
(Based on FY 2010 Published Rates)





EXPENDITURES

The FY 2013 Operating Budget

The starting point for the FY 2013 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.

The FY 2013 operating budget totals \$347.7 million, which is a decrease of 4% (\$14.4 million) from the FY 2012 budget of \$362.1 million. The graph below shows a comparison of the changes in the operating budget from FY 2012 to FY 2013 by fund grouping.

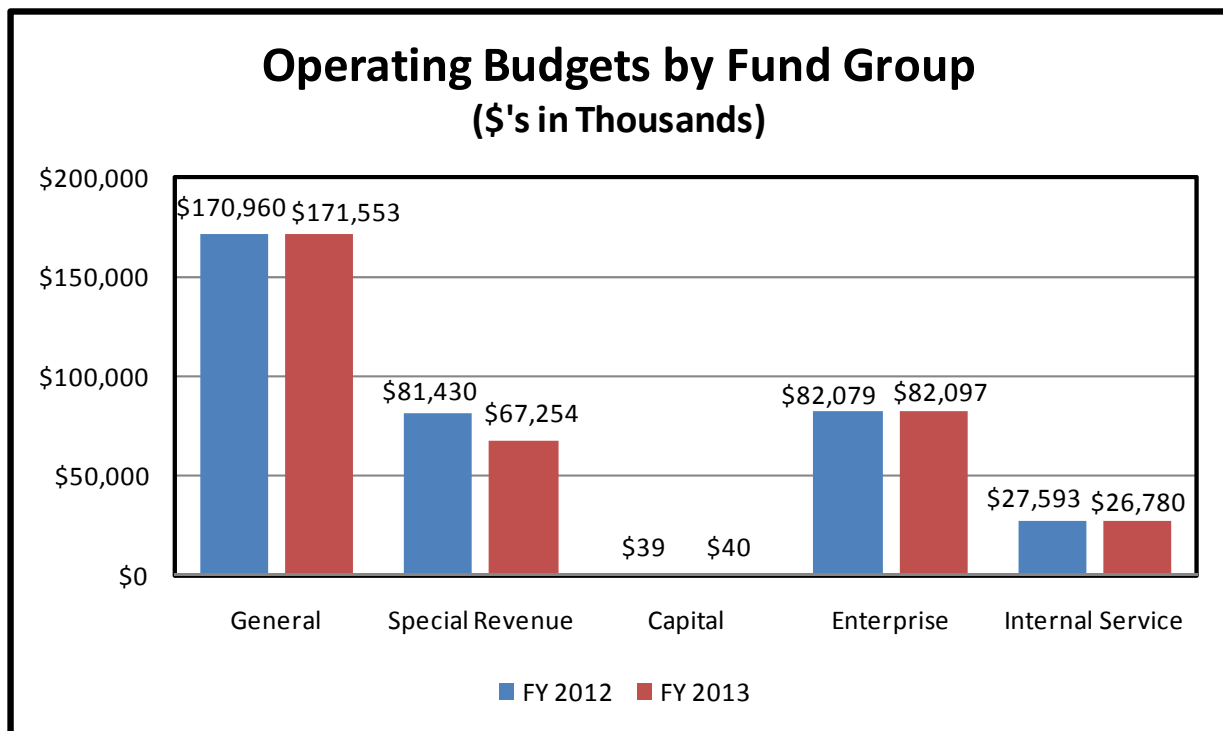


Table 2, on the following page, shows the year over year changes in the operating budgets for some of the City's largest operating funds within the general, special revenue, capital, enterprise and internal service fund groupings. It is sorted in descending order based upon the size of the FY 2013 operating budget within each fund grouping. It also calculates the percentage change for the fund from the FY 2012 operating base budget.

The operating summary that follows Table 2 describes each of these main fund groupings and provides explanations for material changes year over year.

BUDGET SUMMARY
Expenditures



Table 2: Comparison of Operating Budgets
FY 2012 vs. FY 2013

(All Dollars in Thousands)

Fund Name	FY 2012	FY 2013	% Change
General (1000)	\$123,525	\$126,118	2.1%
Arena Event Operations (1282)	\$21,204	\$18,207	-14.1%
General Services (1040)	\$8,934	\$8,993	0.7%
PC Replacement (1140)	\$3,512	\$3,166	-9.8%
Stadium Event Operations (1281)	\$2,967	\$2,884	-2.8%
Vehicle Replacement (1120)	\$3,030	\$2,796	-7.7%
Stadium City Sales Tax - AZSTA (1790)	\$1,746	\$2,400	37.4%
Training Facility Revenue Fund (2530)	\$1,545	\$1,496	-3.1%
Marketing Self Sust (1870)	\$753	\$1,303	73.0%
Telephone Services (1100)	\$979	\$982	0.3%
All Other Funds	\$2,765	\$3,209	16.1%
Sub-Total General Fund Group	\$170,960	\$171,553	0.3%
Police Special Revenue (1700)	\$14,174	\$14,240	0.5%
Other Federal & State Grants (1840)	\$18,995	\$12,706	-33.1%
Transportation Sales Tax (1660)	\$11,841	\$11,823	-0.2%
Highway User Gas Tax (1340)	\$8,218	\$6,742	-18.0%
Fire Special Revenue (1720)	\$6,396	\$6,559	2.6%
RICO Funds (1860)	\$3,895	\$3,895	0.0%
C.D.B.G. (1320)	\$3,719	\$2,337	-37.2%
ARRA Stimulus Grants (1842)	\$2,672	\$1,967	n/a
N'hood Stabilization Pgm III (1311)	\$3,368	\$1,684	-50.0%
CAP Grant (1820)	\$1,603	\$1,287	-19.7%
All Other Funds	\$6,550	\$4,013	-38.7%
Sub-Total Special Rev Fund Group	\$81,430	\$67,254	-17.4%
Sub-Total Capital Fund Group	\$39	\$40	4.5%
Water/Sewer (2360/2400/2420)	\$47,790	\$48,095	0.6%
Landfill (2440)	\$7,099	\$6,978	-1.7%
Sanitation (2480)	\$14,581	\$14,323	-1.8%
Community Housing Services (2500)	\$12,609	\$12,700	0.7%
Sub-Total Enterprise Fund Group	\$82,079	\$82,097	0.0%
Benefits Trust Fund (2580)	\$23,118	\$22,349	-3.3%
Risk Management Self Insurance (2540)	\$3,068	\$3,025	-1.4%
Workers Comp. Self Insurance (2560)	\$1,407	\$1,407	0.0%
Sub-Total Internal Svc Fund Group	\$27,593	\$26,780	-2.9%
Grand Total: Operating Budget	\$362,100	\$347,725	-4.0%



Operating Budget Summary

The majority of the general fund group's operating budget expenditures are included in the General (Fund 1000), which encompasses 74% 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 decrease in the Arena Event Operations (Fund 1282) operating budget is the direct result of an anticipated \$3 million reduction in the budgeted arena management fee from \$20 million to \$17 million. This fund also includes 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.

The reduction in both the PC and Vehicle Replacement Funds is due to the timing of when scheduled inventory replacements are expected to occur as the City continues to extend the useful lives of all non-public safety related equipment. The Stadium City Sales Tax – AZSTA and Marketing Self-Sustaining operating budgets increased due to planned expenditures tied to the sales tax and bed tax increases discussed in the *City Manager's Budget Message*. Both sales tax increases are effective August 1, 2012, or for eleven months of FY 2013. The decrease in All Other Funds is a result of budget reductions in the Civic Center, Arena Renewal & Replacement and the Library Book funds.

The special revenue fund group includes grant-related operating budget appropriation to accommodate grant opportunities that may arise during the course of the fiscal year, or those that have already been awarded to the city. Decreases in anticipated grant opportunities or the reduction of funding for existing state/federal programs are reflected in the Other Federal and State Grants (Fund 1840), Neighborhood Stabilization Program III (Fund 1311), C.D.B.G. (Fund 1320), Cap Grant (Fund 1820) and the All Other funds within the special revenue group. The reduction in the Highway User Gas Tax (Fund 1340) is a direct result of operating budget staffing reductions.

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 capital, enterprise and internal services groups did not see any material changes year over year. However, it is important to note that the 3.3% reduction in the Benefits Trust Fund is a result of city-wide staffing reductions that saw authorized staffing levels drop from 1,966.38 FTEs in FY 2012 to 1,824.25 FTEs in FY 2013.

BUDGET SUMMARY
Expenditures



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 2012 operating base budget.

**Table 3: Comparison of All Funds
 Operating Budgets: FY 2012 vs. FY 2013**

(All Dollars in Thousands)

Department Name	FY 2012	FY 2013	% Change
Police Services	\$74,247	\$75,365	1.5%
Water Services	\$45,634	\$45,824	0.4%
Public Works	\$44,938	\$42,056	-6.4%
Fire Services	\$36,665	\$37,233	1.6%
Human Resources & Risk Mgt	\$29,623	\$28,521	-3.7%
Financial Services	\$29,136	\$28,020	-3.8%
N'Hood & Human Svcs	\$27,938	\$21,793	-22.0%
Parks, Rec & Library	\$19,664	\$17,649	-10.2%
Transportation Svcs	\$17,704	\$17,307	-2.2%
Technology & Innovation	\$7,248	\$7,643	5.5%
Miscellaneous Grants	\$8,627	\$4,961	-42.5%
Communications	\$4,247	\$4,794	12.9%
Community & Econ Dev	\$4,699	\$4,767	1.5%
City Court	\$4,040	\$4,228	4.7%
City Attorney	\$2,885	\$3,055	5.9%
Mayor & Council	\$1,424	\$1,406	-1.3%
City Manager	\$1,047	\$828	-21.0%
City Clerk	\$618	\$699	13.0%
Non-Departmental	\$765	\$645	-15.8%
Intergovt. Programs	\$687	\$641	-6.7%
Internal Audit	\$265	\$292	10.0%
Total Operating Budget	\$362,100	\$347,725	-4.0%

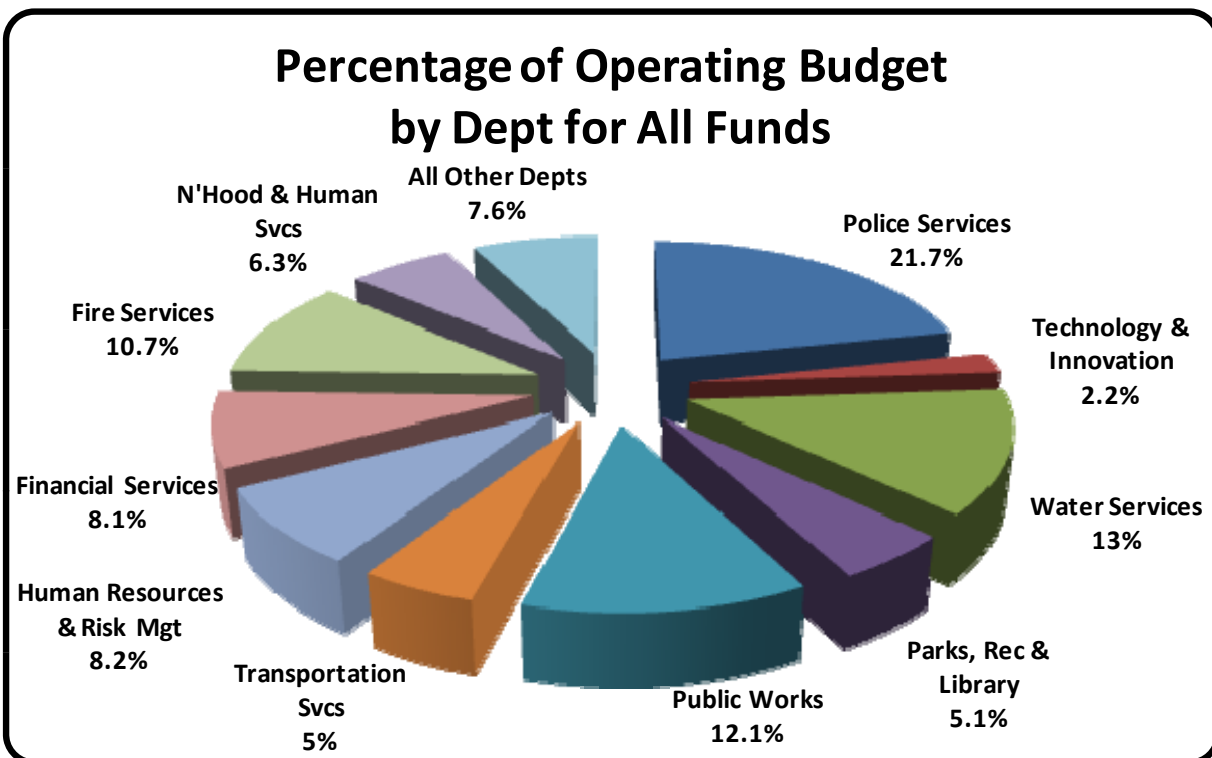
The Neighborhood & Human Services Department administers federally funded grant programs including C.D.B.G., HOME and Neighborhood Stabilization programs. Reduced funding for these grant programs account for the majority of this department's operating budget declining \$6.1 million in FY 2013 (22%). As discussed previously, the Miscellaneous Grants operating budget appropriation was reduced as available grant opportunities are tightening. The double digit reductions in Parks, Recreation and Library, City Manager and the Non-Departmental departments is a result of not only operating budget reductions, but also re-organizational changes including the elimination of the Administrative Services Admin division (deputy city manager office), that accounted for \$152,316 of the reduction in the City Manager operating budget in FY 2013. The Communications Department saw an increase in their Convention &



BUDGET SUMMARY

Expenditures

Visitors Bureau operating budget totaling \$418,130 as a result of the increase in the bed tax discussed previously. The City Clerk operating budget includes an increase of \$27,385 for budgeted carryover from FY 2012 to FY 2013 to cover upcoming election costs. The Financial Services Department's operating budget includes the \$17 million arena management fee, down from \$20 million in FY 2012, associated with the city's Jobing.com Arena, home of the NHL's Phoenix Coyotes team.



The largest operating department, regardless of funding source, is the **Police Services**, which accounts for \$75.4 million or 21.7% 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 in terms of funding is **Water Services** at \$45.8 million, which makes up 13.2% 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.

The next largest department in terms of funding is **Public Works** at \$42.1 million, which makes up 12.1% 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:

BUDGET SUMMARY**Expenditures**

- 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.

Fire Services accounts for \$37.2 million or 10.7% 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 \$28.5 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. This department also administers the self insured employee health benefits, risk management and workers' compensation programs and services.

The sixth largest department in terms of funding is **Financial Services**. It totals \$28 million or 8.1% of the total operating budget. It is important to note that \$17 million or 61% of the total Financial Services operating budget is related to the arena management fee administered within this department. This department provides financial 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 in terms of funding is **Neighborhood & Human Services** at \$21.8 million, which makes up 6.3% 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 eighth largest department in terms of funding is the **Parks, Recreation & Library Department**. It 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 \$17.6 million or 5.1% of the total operating budget. The library serves Glendale



BUDGET SUMMARY

Expenditures

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 next largest department is **Transportation Services** which totals \$17.3 million, and makes up 5% 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 **Technology & Innovation Department** expenses round out the top ten departments and this area accounts for another \$7.6 million or 2.2% 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: Misc. Grants, Communications, Community & Economic Development, City Court, City Attorney, Mayor & Council, City Manager, City Clerk, Non-Departmental, Intergovernmental Programs and Internal Audit. These departments make up the remaining \$26.4 million or 7.6% 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, 78% or \$103.5 million of the \$132.9 million FY 2013 operating budget for the General and Streets funds is attributable to wages, salaries and benefits. Almost two-thirds (64%) of the wages, salaries and benefits budget for the General and Streets funds is budgeted for Police and Fire Services as shown in Table 4.

BUDGET SUMMARY
Expenditures



Table 4: GF/HURF Salaries and Benefit Related Costs

(All Dollars in Thousands)

Department	Wages & Salaries	Retirement Costs	Social Sec. & Medicare	Medical & Dental Insurance	OT, Hourly & Other Spec Pays	Total
Police Services	28,981	7,502	2,529	3,601	1,258	43,871
Fire Services	15,917	3,195	335	1,733	1,420	22,600
All Other	25,980	3,577	2,477	3,689	1,275	36,998
Total	70,878	14,274	5,341	9,023	3,954	103,469

The FY 2012 General Fund budget included 27 frozen public safety positions. These 27 positions will be frozen for another year in the FY 2013 budget. It is important to note that these 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 5 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 142.13 FTE's or 7.2% from FY 2012 to FY 2013. The majority of the decreases were realized in the General and Highway User Gas Tax Funds as these two funds accounted for a reduction in force equivalent to 102.38 and 29 FTE's, respectively. Sanitation & Landfill accounted for 10 FTE's and the remaining minor staffing changes were spread over several funds.

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. City-wide authorized staffing experienced ten straight years of modest growth before staffing reductions were implemented from FY 2010 thru FY 2013. Since FY 2009, staffing in the General and Streets Fund decreased from 1,501.76 to 1,132.5 FTEs, a reduction of 369.26 or 25%.



BUDGET SUMMARY
Expenditures

Table 5: Staffing Levels by Fund

(Full-Time Equivalents)

Fund	2008-09	2009-10	2010-11	2011-12	2012-13
General-1000	1,403.76	1,389.76	1,202.26	1,198.88	1,096.50
Water and Sewer-2360/2400/2420	242.25	242.25	242.25	242.25	242.25
Police Special Revenue-1700	118.00	118.00	118.00	118.00	118.00
Sanitation-2480	78.00	80.00	80.00	79.00	74.00
Fire Special Revenue-1720	50.00	50.00	51.00	51.00	51.00
Transportation Sales Tax-1660	50.25	50.25	49.25	49.25	49.25
Landfill-2440	41.00	41.00	44.00	44.00	39.00
Highway User Gas Tax-1340	98.00	90.00	67.00	65.00	36.00
General Services-1040	42.00	41.00	37.00	34.00	34.00
Pub Housing Budget Activities-2500	25.00	25.00	24.00	24.00	25.00
Training Facility Revenue Fund-2530	12.00	12.00	10.00	12.00	10.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
CAP Grant-1820	7.00	7.00	7.00	7.00	7.00
Parks & Recreation Self Sust-1880	5.00	5.00	7.00	7.00	7.00
Airport Special Revenue-1760	5.00	5.00	5.00	5.00	6.00
Civic Center-1740	7.00	7.00	6.00	6.00	5.00
Risk Management Self Ins.-2540	0.00	0.00	1.00	3.75	3.00
Court Security/Bonds-1240	1.00	1.00	2.00	2.00	3.00
Grants-1840	4.00	3.00	3.00	3.00	2.00
Stadium Event Operations-1281	2.00	2.00	2.00	2.00	2.00
Arena Event Operations-1282	2.00	2.00	2.00	2.00	2.00
Telephone Services-1100	1.00	1.00	1.00	1.00	1.00
Arts Commission Fund-1220	0.00	0.00	0.00	0.00	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	2,204.51	2,182.51	1,971.01	1,966.38	1,824.25

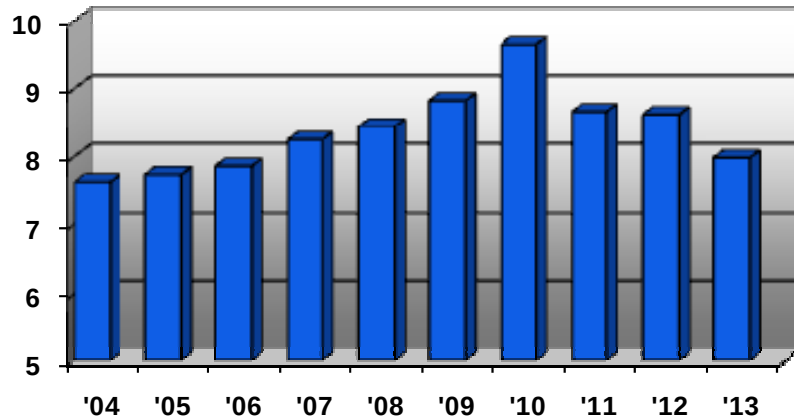
BUDGET SUMMARY

Expenditures



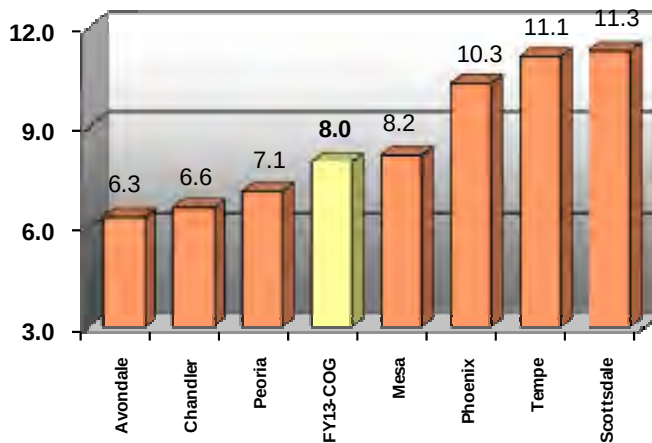
The FY 2010 staffing per 1,000 (all funds) increased because the 2010 census numbers came in 23,090 less than the previous year's population figure. In addition, the vacant positions accumulated in all funds were not eliminated from the budget until the following fiscal year.

**COG Authorized Staffing Per 1,000 Population
10-Year Fiscal History**



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. While the FY 2012 staffing per 1,000 population saw a minimal reduction, a 142.13 FTE reduction in FY 2013 equated to a 7.5% reduction in staffing per 1,000 population. 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.

**Staffing Per 1,000 Population
FY 2012 - Valley Cities**



The total authorized staffing of 1,824.25 FTE positions will serve an estimated population of 228,585 at the start of FY 2013. This results in a staffing ratio of 7.98 employees per 1,000 residents in FY 2013. As the accompanying graph indicates, Glendale continues to maintain a low staff to population ratio compared to Mesa,

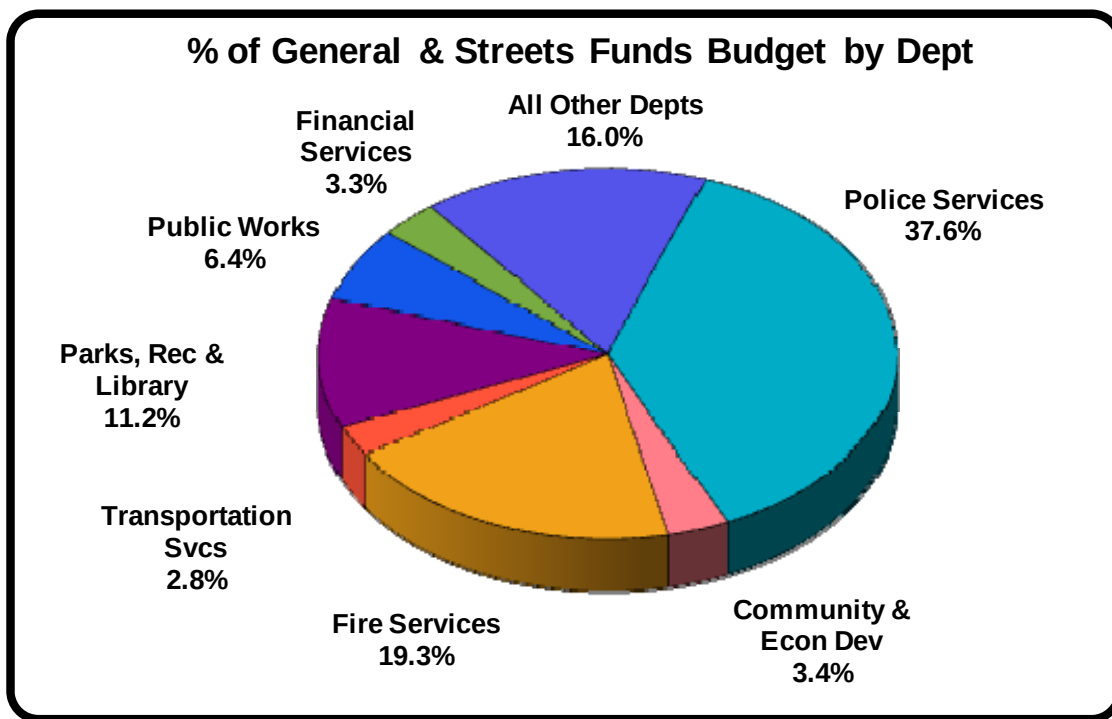
Phoenix, Tempe and Scottsdale and does so without sacrificing the quality of services provided to residents. Please note that the ratio for all staffing-per-each-1,000 residents is from FY 2012 adopted budget numbers except for the City of Glendale, which represents the FY 2013 ratio. This is done because the FY 2013 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 2013 is \$132.9 million. Police Services, at 37.6% or \$49.9 million, is the largest component of the General Fund budget, followed by Fire Services at approximately 19.3% or \$25.7 million, Parks, Recreation & Library at 11.2% or \$14.9 million and finally Public Works at 6.4% or \$8.5 million. These four departments comprise 74.5% or \$99 million of the total General and Streets Funds operating budgets. The remaining 25.5% or \$33.9 million of the \$132.9 million budget is within Community and Economic Development, Transportation Services, Financial Services and the All Other Departments categories.

The All Other Departments category includes City Court, Technology and Innovation, City Attorney, Communications, Neighborhood and Human Services, Human Resources and Risk Management, Mayor and Council, City Manager, City Clerk, Non-Departmental, Intergovernmental Programs and Internal Audit 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 2013 General and Streets Fund operating budgets by department to FY 2012 in tabular form.

BUDGET SUMMARY
Expenditures



Table 6: General & Streets Funds Operating Budgets By Dept

(All Dollars in Thousands)

Dept Name	FY 2012 Budget	FY 2013 Budget	% Change
Police Services	\$47,636	\$49,948	4.9%
Fire Services	\$24,157	\$25,661	6.2%
Parks, Rec & Library	\$16,415	\$14,892	-9.3%
Public Works	\$10,779	\$8,453	-21.6%
Community & Econ Dev	\$4,386	\$4,506	2.7%
Financial Services	\$3,582	\$4,410	23.1%
Transportation Svcs	\$3,783	\$3,686	-2.6%
City Court	\$3,388	\$3,570	5.4%
Technology & Innovation	\$2,757	\$3,495	26.8%
City Attorney	\$2,885	\$3,055	5.9%
Communications	\$2,620	\$2,778	6.0%
N'Hood & Human Svcs	\$2,575	\$2,177	-15.5%
Human Resources & Risk	\$1,946	\$1,721	-11.6%
Mayor & Council	\$1,424	\$1,406	-1.3%
City Manager	\$1,047	\$828	-21.0%
City Clerk	\$618	\$699	13.0%
Non-Departmental	\$765	\$645	-15.8%
Intergovt. Programs	\$687	\$641	-6.7%
Internal Audit	\$265	\$292	10.0%
Water Services	\$27	\$0	-100.0%
Total	\$131,743	\$132,860	0.8%

The bullet points below provide an explanation for the material changes in the FY 2013 General and Streets Funds departmental operating budgets.

- The Police and Fire Services operating budgets increased by \$2.3 million and \$1.5 million, respectively, due primarily to salary and benefit related increases negotiated by the labor unions.
- Half of the Parks, Recreation & Library reduction pertained to library operations that cut \$760,812 out of its FY 2012 adopted budget with the remainder of the department's reductions spread across the parks and recreation divisions.
- The Public Works Department reduced street maintenance (\$1.3 million) and engineering, design and facilities management divisions by another \$870,761 collectively, accounting for 94% of their overall reduction.



BUDGET SUMMARY

Expenditures

- Despite additional staffing reductions, the Financial Services Department's operating budget increased 23.1% due to increases in scheduled lease debt principal and interest payments as outlined on Schedule Eight.
- The Technology and Innovation Department operating budget increased as a result of additional maintenance costs associated with Tax Mantra (sales tax and licensing software) in addition to the consolidation of three informational technology positions previously housed in other departments into the Technology & Innovation Department.
- Neighborhood and Human Services Department staffing decreased by 6.5 FTEs and that drove the department's 15.5% reduction in the operating budget year over year.
- A staffing reduction of four FTEs in Human Resources and Risk Mgt was the primary reason for their 11.6% decrease
- The City Manager's Office reduction of 21% was directly related to the elimination of the Administrative Services Admin division resulting in \$152,316 of savings year over year.
- The last five departments in the table saw a reduction of \$86,617, or 3.7%, when combined together.

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 \$31.1 million is projected to be transferred to other funds in FY 2013. This amount is \$1.2 million less than the net GF transfers included in the FY 2012 budget.

The \$31.3 million transfer includes \$17.6 million for arena event operations, including the \$17 million arena management fee, and it includes another transfer of \$6.9 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 \$6.9 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 \$2.5 million is projected for the Stadium, Youth Sports Complex and Camelback Ranch spring training 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

BUDGET SUMMARY**Expenditures**

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

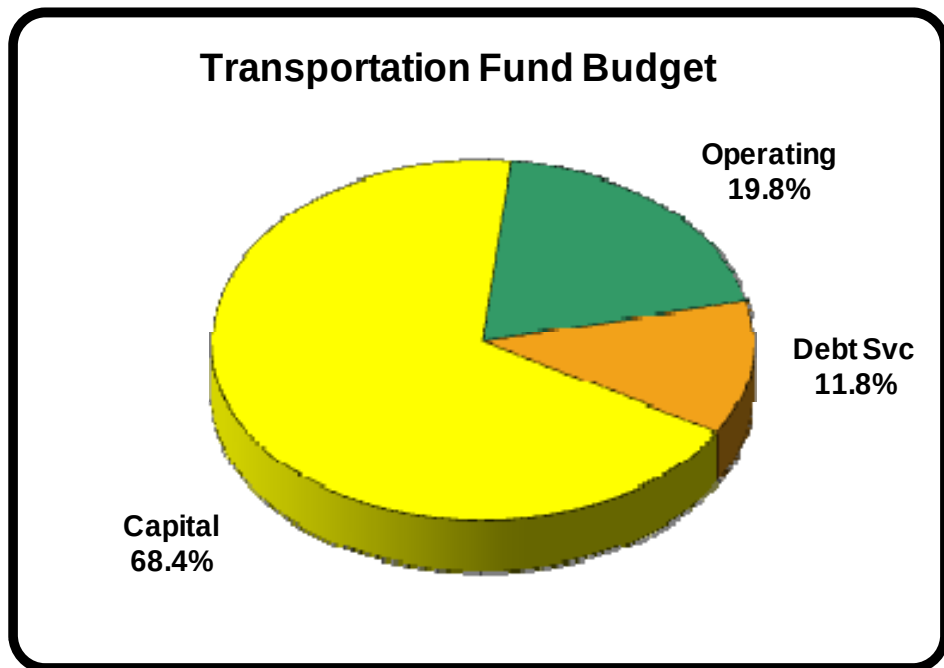
These fund resources are designated to support the salaries of additional police officers and firefighters, as well as the equipment and services needed to support those positions. A total of \$14.2 million will be appropriated from the Police Special Revenue Fund to provide police services. An additional \$6.6 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 \$42.4 million are budgeted for capital outlays (including grant funded capital

projects), the total operating budget of \$12.3 million is used for Fixed Route services (public transportation) at \$5.1 million and Dial-A-Ride at \$2.5 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 \$2.4 million. The remaining \$2.3 million, or 18% 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 2013 and represent the final appropriation component.





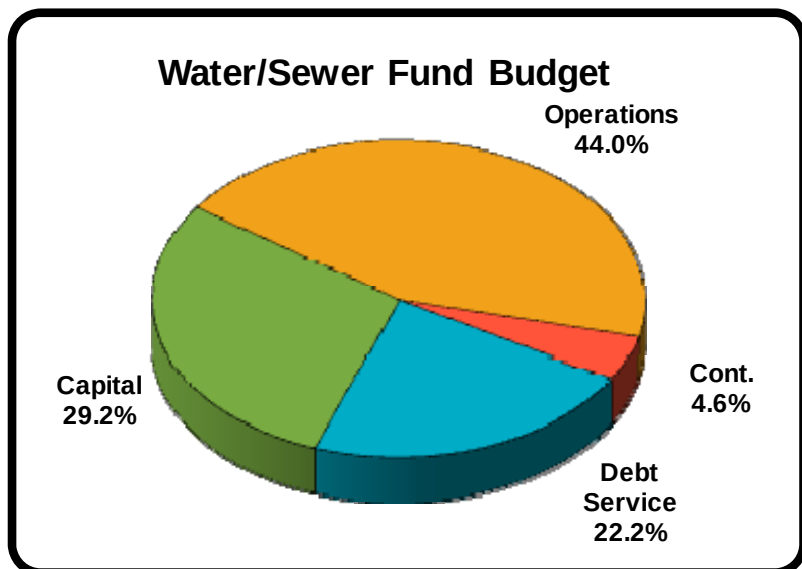
Airport Fund Expenditures

The Airport Fund operating budget is \$600,451 that is funded by airport revenues of \$456,036 with the remaining \$144,415 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 \$48.1 million for FY 2013. Almost half of this budget, or \$18.2 million, is used to support the Oasis Water Campus; the Cholla and Pyramid Peak Water Treatment Plants; the West Area and Arrowhead Wastewater Treatment Plants; and the regional sewer treatment facility that the City of Phoenix operates through the Sub-Regional Operating Group (SROG). In addition, water distribution, wastewater collection, customer service and utilities administration costs make up another \$20.4 million. The remaining \$9.5 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 2013 and they account for the \$31.9 million in capital expenditures, as well as the corresponding \$24.2 million in debt service payments required for those capital projects. The *Capital Improvement Plan* of this book includes project

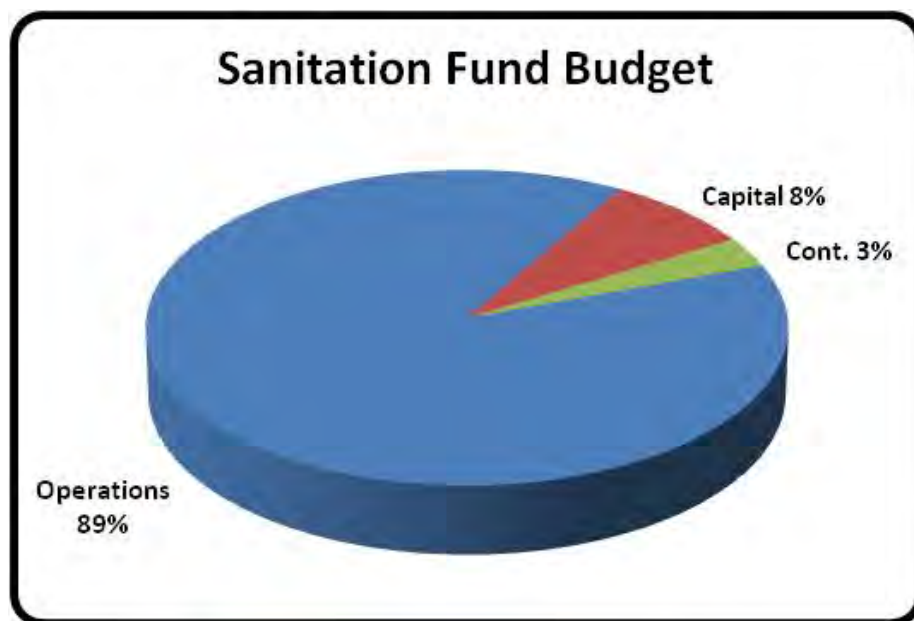
BUDGET SUMMARY**Expenditures**

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 2013 is \$7 million, relatively unchanged from the \$7.1 million in FY 2012. Landfill operations total \$3.1 million, the materials recycling facility accounts for \$1.8 million and other recycling at \$886,721, all of which accounts for 84.1% of the operating budget. The remaining amount, or \$1.1 million, is used for solid waste administration and landfill gas management. The FY 2013 capital budget totals \$2.8 million and the Landfill Fund also has a \$2 million contingency appropriation to be used at City Council discretion for any unplanned emergencies.

The recycling program has been in operation for just over a decade, 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 2013 is \$14.3 million, which represents a 2% decrease from the \$14.6 million in FY 2012. Residential curb service includes trash, recycling and loose trash collection and accounts for \$10.2 million or 71% of the operating budget. The commercial front-load and roll-off divisions account for another \$4.1 million. The FY 2013 capital budget

includes \$1.3 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 \$22.3 million for FY 2013.

FY 2013 projected revenues total \$22.3 million and include \$13.7 million from employer contributions, \$4.6 million from employee contributions and retiree contributions totaling \$4 million. Modest interest earnings projected at \$18,000. The beginning fund balance is projected to be approximately \$1.3 million and the fund is projected to end the year with the same \$1.3 million fund balance it started with. Benefit rates offered current employees will remain flat year over year.

Capital Improvement Plan Expenditures

The total capital improvement budget for FY 2013 is \$106.2 million, and 92.2% of this amount relates to transportation, public safety, flood control, and water and sewer projects. The \$106.2 million includes carryover appropriation from FY 2012 of \$74.3 million to complete existing projects and \$31.9 million for new projects. This is a decrease of \$38 million, or 35.8%, compared to the FY 2012 capital improvement budget of \$144.2 million. Approximately half of the reduction was driven by a year over year reduction in the new funding included in the FY 2012 capital budget (\$49.7 million) versus FY 2013 (\$31.9 million) that accounted for \$17.8 million of the decrease. The remainder is a result of a decrease in funding for carryover capital projects of \$20.2 million accounted for the remaining year over year reduction.

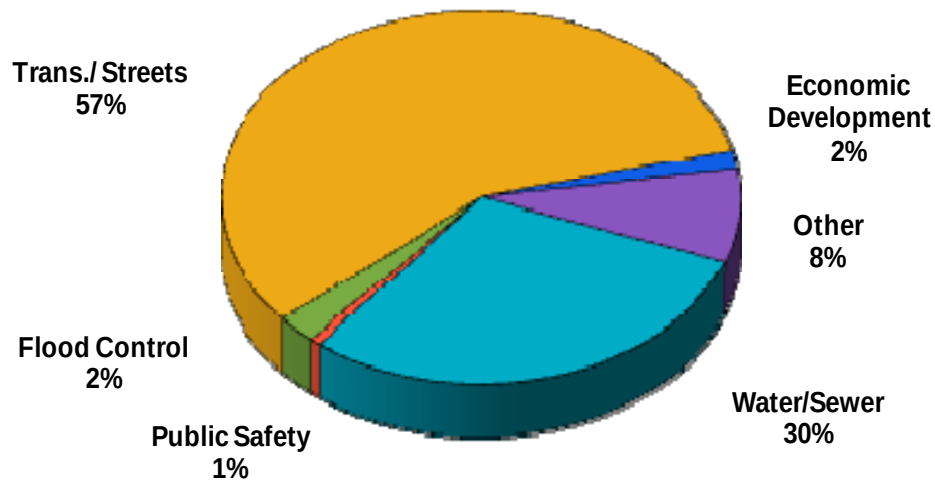
The graph below shows the percentage of capital improvement plan projects by type and as a percentage of the whole. The graph includes new funding and carryover for FY 2013. For more details, please refer to the *Capital Improvement Plan* section of this document.

BUDGET SUMMARY

Expenditures



Percentage of Capital Improvement Plan Projects by Type



Debt Service Expenditures

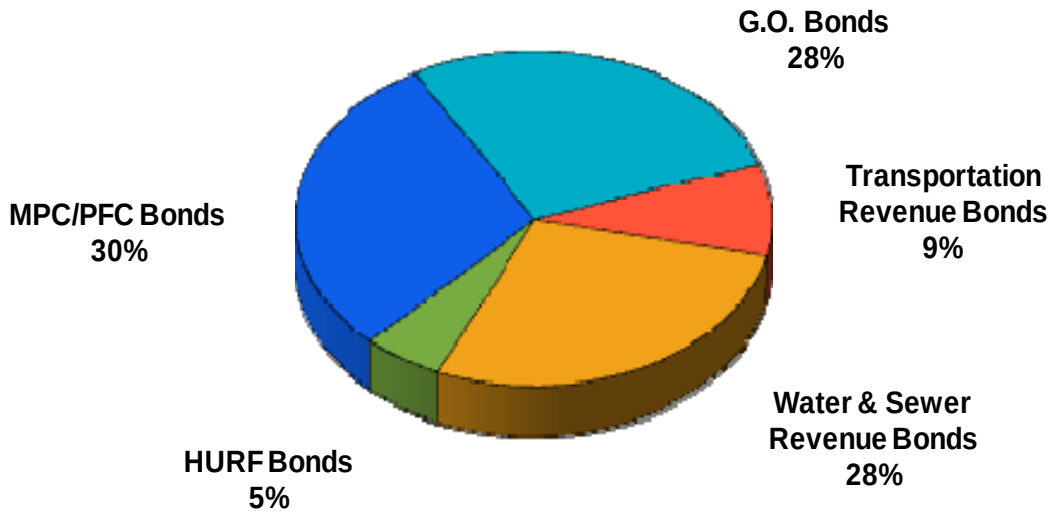
The City has used debt financing for a number of years to finance most capital projects. The amount of debt incurred must be compatible with the City's goals pertaining to the capital program, the financial plan and the operating budget.

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*, which was updated in early FY 2012 and presented to City Council in January 2012, 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 2013 is \$86 million, compared to \$85.1 million in FY 2012. 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.



Debt Service Budget



CONCLUSION

This *Budget Summary* is intended to provide a general overview of the FY 2013 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.

BUDGET SUMMARY

Expenditures



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 Financial Services Department; the *Glendale General Plan*, which was overwhelmingly approved by voters in 2002 and is available from the Community and Economic Development Department; and the *Glendale Annual Report* distributed by the Communications Department.

Questions, comments or observations regarding this annual budget document should be directed in writing to:

City of Glendale
Financial Services Department
5850 West Glendale Avenue, 3rd Floor
Glendale, Arizona 85301
Phone: (623) 930-2264



Financial Guidelines

Annual Budget, 2012-2013



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.

FINANCIAL GUIDELINES

Five-Year Forecast



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 Financial Services 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 Financial Services 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

In fiscal years when an operating budget surplus is projected, departments are asked 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.

FINANCIAL GUIDELINES

Five-Year Forecast



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 between 5% and 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. As part of the budget resolution, City Council will annually commit the funding level of the minimum fund balance requirement.

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 \$227.50 in 2011, an increase of 119.58%.

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%
2011	227.5	2.84%
2012*	230.9	1.50%
1984 - 2011 Total		119.58%
1984 - 2011 Avg		2.96%
2003 - 2011 Total		20.62%
2003 - 2011 Avg		2.35%

* 2012 = Jan to Apr Average

The average annual inflation rate has been averaging about 2.96% since 1984. From 2003 to 2011, the average inflation rate has been lower, averaging 2.35%. 2009 marked the first time since 1984 that the average inflation rate declined year over year. However, that trend was short lived as 2010 saw an increase of 1.09% from 2009 and 2011 increased by another 2.84%. During the first four months of 2012, the inflation factors increased by an average of 1.50%, meaning that thru the first four months of the year we have already surpassed 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

FINANCIAL GUIDELINES

Five-Year Forecast



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 2017, measured as of the beginning of the fiscal year. The data included in the table was supplied by the Glendale Planning Department.

City of Glendale Population at Start of Fiscal Year

	Year	Population	% Increase		Year	Population	% Increase
	1984	117,348	4.49%		2001	224,703	2.69%
a	1985	122,392	4.30%		2002	227,763	1.36%
	1986	127,486	4.16%		2003	231,288	1.55%
	1987	132,581	4.00%		2004	233,281	0.86%
	1988	137,675	3.84%	e	2005	242,369	3.90%
	1989	142,769	3.70%		2006	243,737	0.56%
b	1990	148,134	3.76%		2007	246,396	1.09%
	1991	151,558	2.31%		2008	248,745	0.95%
	1992	155,916	2.88%		2009	249,811	0.43%
	1993	161,688	3.70%	f	2010	226,721	-9.24%
	1994	168,874	4.44%		2011	227,446	0.32%
c	1995	182,615	8.14%	*	2012	228,015	0.25%
	1996	186,500	2.13%	*	2013	228,585	0.25%
	1997	191,612	2.74%	*	2014	229,157	0.25%
	1998	196,820	2.72%	*	2015	229,731	0.25%
	1999	208,095	5.73%	*	2016	230,305	0.25%
d	2000	218,812	5.15%	*	2017	230,881	0.25%

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 2013, no pay increases are included in the forecast.

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.

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 2013 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.

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.

Starting in FY 2009 and as a direct result of the great recession, 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 were decreased another 10%, bringing the overall GF contribution rate to 40%. This reduction in the GF contribution level will remain in FY 2013 and was needed to fund other critical items identified in the city manager's recommended balanced budget. Other measures that have been implemented regarding the replacement funds include the following:

FINANCIAL GUIDELINES

Five-Year Forecast



- 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 computers and/or monitors when they break or malfunction and are no longer replaced automatically.

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 has a significant impact on FY 2014 thru FY 2017 of the forecast period. Capitalized interest was used to make the initial debt services payments after the complex opened. In addition, the PFC debt service is expected to be re-financed during FY 2013 in a manner that allows next year's payment to be made with remaining bond proceeds. Starting in FY 2014, the payment ranges from \$9.5 million to \$13.3 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



FINANCIAL GUIDELINES

Five-Year Forecast

to grow and continued to swell into 2011. Although the economy is showing signs of recovery in 2012, most economists predict that the nation will continue to bump along at this low point for quite some time. All of this meant that significant revenue growth was unlikely, so the FY 2013 revenue budget was essentially held flat year over year, excluding the 7/10ths of one-cent sales tax increase planned for the GF.

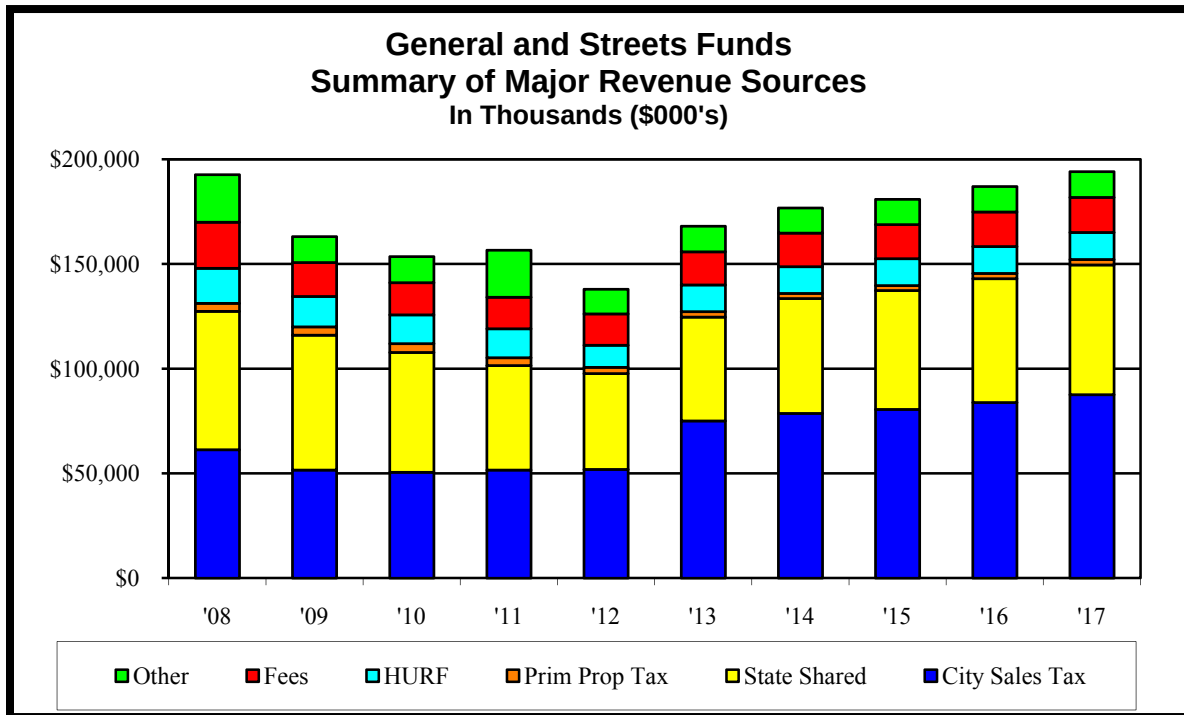
For the local economy, the impact of the current recession is reflected in Glendale's sales tax collections. City and state sales tax collections, which comprise over one-half of the current fiscal year's GF revenue budget, receded to levels last experienced in FY 2005. This information, coupled with the fact that housing prices have leveled off, and in some areas have started to inch back up, and national earnings reports of leading companies are starting to turn around, allowed the city to build a modest 1.5% increase in city sales tax collections for FY 2013 (excluding the planned 7/10ths of one-cent sales tax increase for the GF).

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 or Streets Fund 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. For the forecast period, this percentage is expected to remain at approximately three-fourths due to the planned 7/10ths of one cent sales tax increase in FY 2013.

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).

FINANCIAL GUIDELINES

Five-Year Forecast



Note: FY '08 thru FY '11 reflect actual numbers and FY '12 forward reflect projections

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 44.7% of the city’s GF and Streets revenue budget for FY 201. This percentage is projected to remain stable for the forecast period, fluctuating between 44.7% and 45.1%.

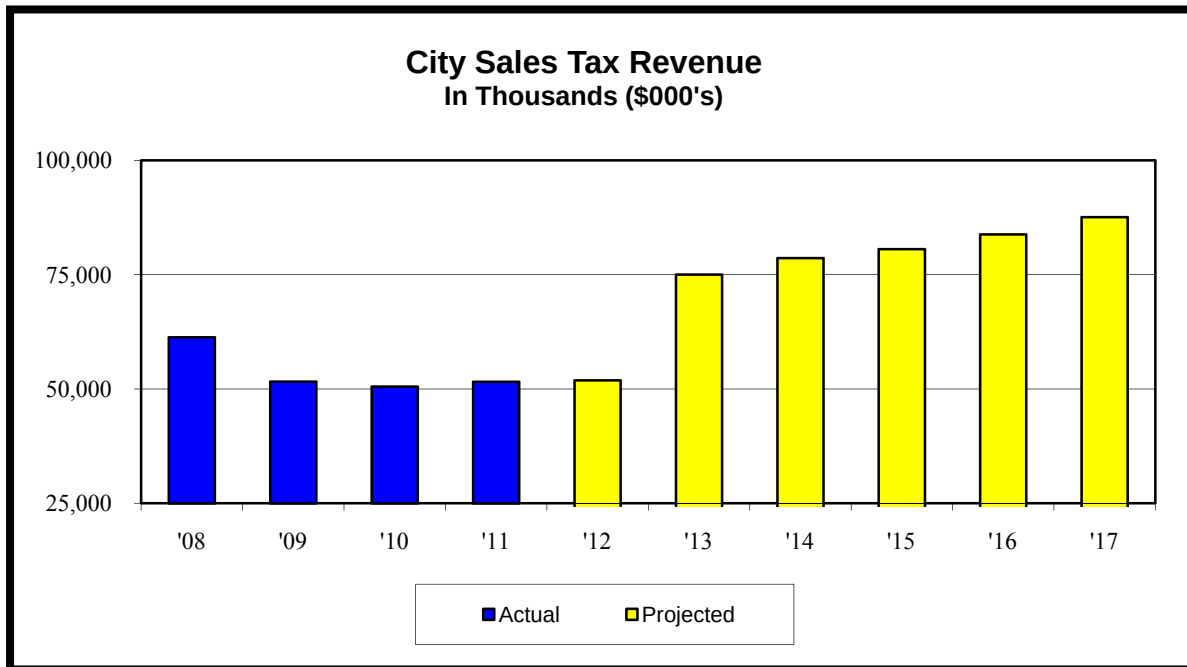
City sales tax for the forecast period is projected using a combination of econometric modeling and formula calculations. The Financial Services Department obtains its initial projection from a linear regression model, using state disposable personal income as a primary variable. The resulting figures 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.

City sales tax collections declined from \$61.3 million in FY 2008 to \$51.6 million in FY 2011, or 15.8%. The revised FY 2012 city sales tax revenue projection is essentially flat with FY 2011 coming in \$51.9 million. However, FY 2013 includes a modest increase of 1.5% with the remaining years in the forecast period fluctuating between 2% and 4.5%, before the planned 7/10ths of one cent sales tax increase. 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. FY 2013 includes a planned sales tax increase of 7/10ths of one cent that will generate approximately \$23 million each year during 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 29.5% or \$49.6 million of the city's GF and Streets revenue budget for FY 2013, including HURF. 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 29.5% and 31.9% over the forecast period due to slow growth projections in Glendale's population figures coupled with increases in population growth of other outlying valley cities. This revenue source is projected to rebound by \$5.3 million in FY 2014 and total \$54.9 million due primarily to a projected increase in state income tax receipts. The projection for FY 2015 through FY 2017 is for more modest growth averaging \$2.4 million per year.

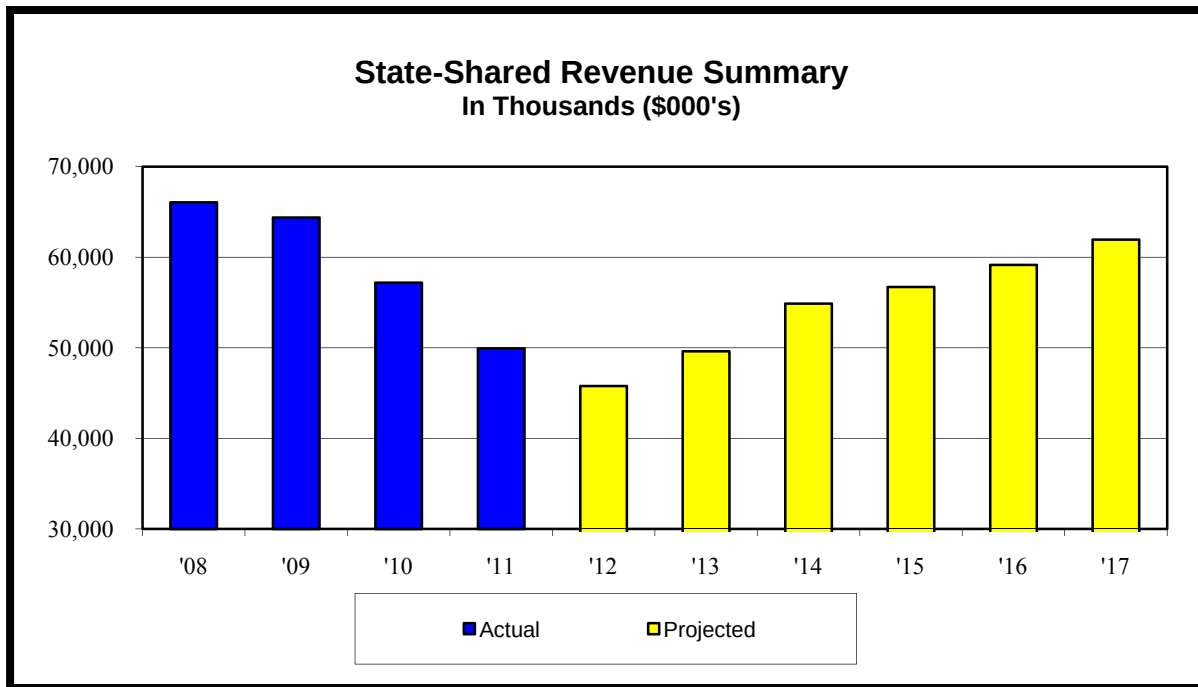
The forecast for each state revenue source is developed separately and compared to the state's forecast for these revenue sources. State income tax projections are based on a trend forecast and adjusted for the revenue actually collected by the state as its distribution to the cities lags by two years.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

FINANCIAL GUIDELINES

Five-Year Forecast



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 decreased by 8.8% (FY 2008 – FY 2012) and is projected to decrease by another 8.3% 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 6.3% in FY 2013 - FY 2017 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.

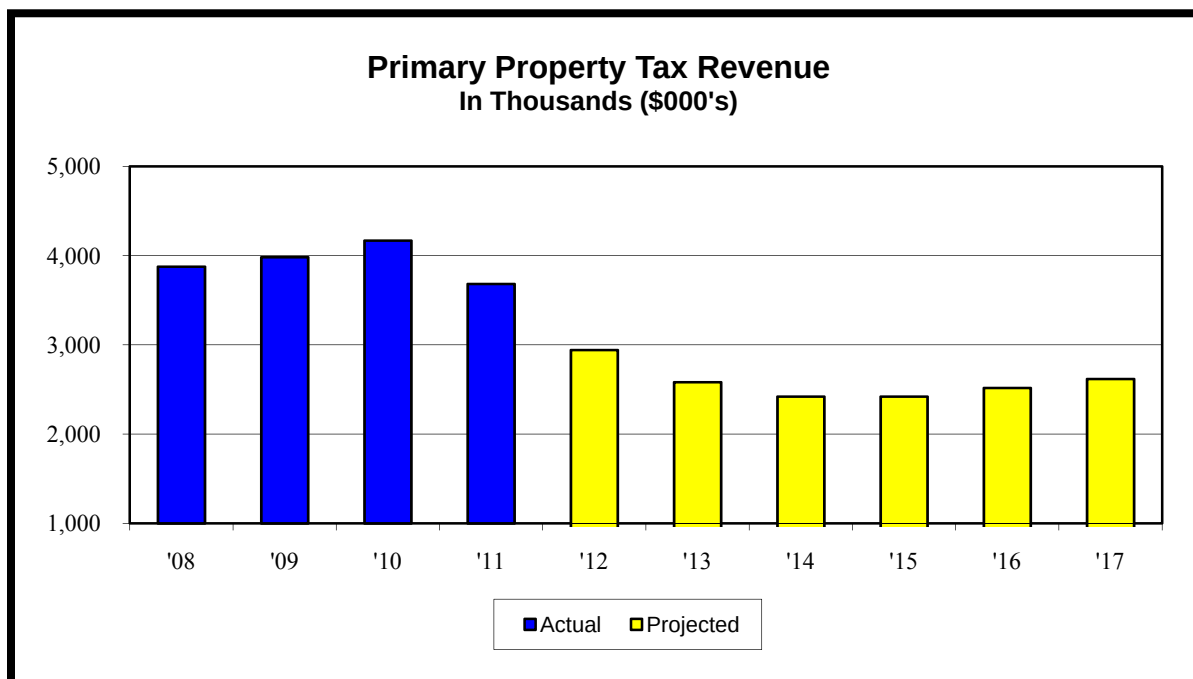
Primary property tax revenue is a relatively small revenue source for the GF as it comprises only 1.5% of the total, or \$2.6 million for FY 2013. The city's property tax projection must consider the rate of growth in assessed valuation, the assessment ratios for different types of property, and the 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 2013, Glendale's total property tax will increase from \$1.5951 to \$1.9005. This rate is made up of the primary property tax rate of \$0.2252 (which remained unchanged year over year) and the secondary property tax rate of \$1.6753 which reflects an increase of \$0.3054 from the FY 2012 rate of \$1.3699. The secondary property tax rate is not included in the GF revenue forecast.

The Financial Services 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 12.3% decline in primary property tax revenue for FY 2013, followed by a 6.3% decline in FY 2014 and zero growth in FY 2015. Modest increases in FY 2016 and FY 2017 averaging 4% 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.

FINANCIAL GUIDELINES

Five-Year Forecast



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 2012 the city expects to receive \$10.6 million in HURF revenue, which is a 23.8% decrease from FY 2011 and is 36.8% below FY 2008 levels. HURF revenues are projected to rebound in FY 2013 and increase by 20.9% and they will comprise 7.6% or \$12.8 million of the total GF and Streets revenue. This amount is expected to grow modestly to \$12.9 million by the end of the forecast period. Given the state of the economy, we have assumed a 0.2% 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 \$16.1 million in FY 2013, about 9.6% of total GF and Streets revenue. By FY 2017, revenue from fees and charges is expected to grow to \$16.7 million. FY 2013 revenue is projected to increase by 5.8% over the previous fiscal year, but the average growth rate for the remainder of the forecast period is 1.4%.

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 Financial Services, Human Resources and Risk Management, City Attorney and Facilities Management Division of the Public Works Departments, 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 Financial Services 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 Internal Audit Department 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 2013 are \$8.9 million and comprise about 74.8% of the "other" revenue category which is projected to total \$11.9 million in FY 2013. The \$11.9 million represents only 7.1% of total GF and Streets revenue. The other revenue category is anticipated to decline by 2% in FY 2014 and then grow by an average of 1% each year through the remainder of the forecast period. This revenue category is also includes 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 city needed to increase its sales tax rate by 7/10ths of one percent to generate approximately \$23 million of additional revenue. In addition, ongoing cost reduction/cost saving measures totaling \$9 million were needed in FY 2013 to balance the budget and allow for a projected ending fund balance/reserve of \$6 million.

FY 2014, the second year in the forecast period, will present additional challenges to the city as the forecast calls for an additional \$6 million of cost reduction/cost savings measures and/or revenue generation strategies. This is due in large part to the principal and interest payments related to the Camelback Ranch Spring Training Facility that will need to be covered by the GF in FY 2014. Commercial development and the resulting revenue generation around the facility that may come on board were not built into the five-year forecast at this time. Therefore, any commercial development projects brought online by FY 2014 will offset the amount of cost reduction/cost savings measures needed to balance that fiscal year.

The final three years of the forecast see a gradual increase in fund balance from \$9 million in FY 2015 to \$14 million in FY 2017. At that point, GF and Streets Fund revenues are projected to reach \$194 million and projected expenditures will be \$190 million. The Five-Year Forecast Summary schedule that appears below summarizes the beginning fund balance, revenues and expenses.

Expenses include the base budget amount, or \$140 million in FY 2013 before an additional \$2 million associated with the public safety labor unions memorandum of understanding (MOU) agreement and the ongoing GF expenditure reduction of \$9 million at the bottom of the column.

FINANCIAL GUIDELINES
Five-Year Forecast



The transfer amounts reflect planned cash transfers from the GF and Streets Fund to other funds to support operations and debt service obligations. Schedule Four in the Schedules section of this book includes a summary of all the planned FY 2013 transactions that make up the \$31 million of transfers (including the arena management fee).

The “Contingency/Fund Bal.” line item highlighted in green reflects the projected ending fund balance which is appropriated as contingency appropriation within each fiscal years adopted budget. By appropriating the ending fund balance as contingency appropriation, Council has the ability to activate or use that fund balance during any given fiscal year to cover any unforeseen emergencies. In most fiscal years, this contingency appropriation goes unused and consequently the amount becomes the next fiscal years beginning fund balance. As stated previously, the fund balance is projected to grow to \$14 million to FY 2017 over the five-year forecast.

Five Year Forecast Summary

(\$'s in Millions)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Beg. Fund Balance	\$2	\$6	\$7	\$9	\$11
Revenues	\$168	\$177	\$181	\$187	\$194
Expenses	(\$140)	(\$133)	(\$134)	(\$138)	(\$138)
Add'l MOU Expenses	(\$2)		(\$3)		(\$3)
Transfers	(\$14)	(\$20)	(\$16)	(\$16)	(\$21)
Arena Mgt Fee	(\$17)	(\$20)	(\$20)	(\$20)	(\$15)
Spring Training Fac		(\$9)	(\$9)	(\$10)	(\$13)
Contingency/Fund Bal.	(\$6)	(\$7)	(\$9)	(\$11)	(\$14)
Total Expenses	(\$179)	(\$189)	(\$191)	(\$195)	(\$204)
Surplus/(Deficit)	(\$9)	(\$6)	(\$3)	\$1	\$2
GF Reductions	\$9				
Remaining Shortfall	\$0				

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



FINANCIAL GUIDELINES

Five-Year Forecast

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 2013 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 2013, state-shared revenue is expected to be distributed in the same manner used for the FY 2012 distributions.

For the most part, past reductions in state-shared revenue allocations have been the result of negotiations between the state and the cities. Income tax revenue distribution to the cities lags by two years. This means the state income tax receipts for FY 2013 will reflect the income tax the state collected in FY 2011. The state's income tax receipts for FY 2011 are higher than collected in FY 2010. As a result, the city will see an increase in state income tax revenue in FY 2013 as explained in *Budget Revenue Summary* section.

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 2013. A more detailed discussion of these other revenue sources and the projection for FY 2013 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.

FINANCIAL GUIDELINES

Financial Plan



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, continue 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 (8.00:1,000) personnel-related costs account for 79% 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.

FINANCIAL GUIDELINES

Financial Plan



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 *2013-2022 Capital Improvement Plan* provides an explanation of the capital project process.

FINANCIAL GUIDELINES

Financial Plan



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 2% of the city's anticipated General and Streets fund revenues in FY 2013.

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

FINANCIAL GUIDELINES

Financial Plan



- 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 calls for the city's contingency appropriation be equal to between 5% and 10% of General Fund revenues (refer to the *Financial Policies* section for additional details). 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

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 to 10% of projected revenues for the upcoming fiscal year. This contingency appropriation essentially serves as the City's revenue stabilization account (i.e., rainy day account). As such, it can help to minimize the impact of prolonged fluctuations in sales tax revenues, which is the revenue source most sensitive to changes in the economy. It also can be used to mitigate the negative effects of unforeseeable and unexpected financial situations.
4. **Enterprise Funds** should include a sufficient unappropriated fund balance to absorb fluctuations in annual revenue. Enterprise funds should also be charged directly for overhead services whenever possible, rather than using an indirect cost allocation. These services include expenses related to employee fringe benefits, risk management and workers compensation insurance costs, telephone charges, and technology and vehicle replacement charges. Provisions should also be made for interdepartmental charges for services such as solid waste collection and disposal, as well as vehicle maintenance and repair.

FINANCIAL GUIDELINES

Financial Policies



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 the next year's property tax

FINANCIAL GUIDELINES

Financial Policies



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 and 10% of the total General Fund revenue budget for the upcoming fiscal year should be set aside as a contingency appropriation as long as this contingency is backed by available fund balances.
- B. **Uses of contingency appropriations** must be specifically approved by the City Council.
- C. **Shifts in appropriations.** The City Council may authorize a transfer of unencumbered appropriation balanced within an individual city office, department or agency at any time during the fiscal year. During the last three months of the fiscal year, the City Council may approve transfers among city offices, departments, and agencies as necessary. **Inter-fund transfers** (i.e., transfers between funds) must be specifically approved by City Council. Procedures for requesting City Council approval of appropriation transfers and delegation of budget responsibility will be set by the City Manager.
- D. **Salary savings transfers to make funds available for other department expenses** must be approved by the City Council to the extent any such transfer modifies a budget item.

- 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.

FINANCIAL GUIDELINES

Financial Policies



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

Annual Budget, 2012-2013



OPERATING BUDGET TABLE OF CONTENTS

<u>Mayor & Council</u>	<u>Page</u>
	111
<u>City Attorney</u>	118
<u>City Clerk</u>	122
<u>City Court</u>	128
<u>City Manager's Office</u>	134
<u>Communications</u>	140
Marketing and Communications	150
Convention Center, Media Center and Parking Garage	151
Glendale Civic Center	152
<u>Community and Economic Development</u>	
Building Safety	153
Economic Development	157
Planning	160
Rebates & Incentives	167
<u>Financial Services</u>	168
Finance	178
Lease Payments/Other Fees	179
Management & Budget	180
Grants	181
<u>Fire Services</u>	182
<u>Human Resources & Risk Management</u>	189
<u>Intergovernmental Programs</u>	196
<u>Internal Audit</u>	201
<u>Neighborhood & Human Services</u>	204
Community Action Program	208
Community Partnerships	209
Community Development Admin	210
Code Compliance	211

CITY OF GLENDALE, AZ
Operating Budget Table of Contents



	<u>Page</u>
<u>Non-Departmental</u>	212
<u>Parks, Recreation & Library Services</u>	213
Right of Way.....	220
Parks & Recreation.....	221
Library & Arts.....	223
<u>Police Services</u>	224
<u>Public Works</u>	230
Field Operations.....	237
Engineering.....	239
<u>Technology & Innovation</u>	240
<u>Transportation Services</u>	244
Transportation.....	248
Airport.....	250
<u>Water Services</u>	251
Environmental Resources.....	255
Utilities.....	256



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 various community events throughout the year to inform constituents of city issues and solicit feedback. 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 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

MISSION AND PERFORMANCE MEASURE
Mayor and City Council



Accomplishments

Fiscally Sound

- Conducted 8 public budget meetings for the purpose of reviewing proposed budget documents and giving direction to city staff regarding the FY 2013 budget.
- Reduced on-going operating costs by reducing authorized staffing levels by 131.38 FTE's in the General and Streets funds combined and an additional 10.75 FTE's from other funds. The process to identify levels of service to reduce was conducted through a variety of methods including the evaluation of business practices and implementation of cost savings brought forward during budget meetings.
- Volunteers provided more than 120,000 hours of service, which, if paid, would be valued at \$2.5 million.
- Provided in-house design, construction administration and inspection services for CIP Projects. Financially, this new method reduced the total cost of projects such as Sewer Line Replacement and Northern Avenue Overlay by an estimated 59 percent.
- Implemented an alternative solution for managing the disposal of waste generated by the landfill gas collection system resulting in an annual cost savings of approximately \$50,000.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), marking the 24th consecutive year Glendale has garnered such an honor.

Strong Neighborhoods

- Engaged citizens by hosting events such as Community, District and Legislative Link meetings.
- Accepted \$1,296,540 of Neighborhood Stabilization Program 3 (NSP 3) funds from the U.S. Department of Housing and Urban Development (HUD) as part of the city's Community Revitalization Annual Action Plan. The agreement allows Habitat for Humanity to use the funds to acquire, rehabilitate and sell approximately 12 foreclosed homes to qualified residents.
- Partnered with private funders to acquire 29 previously foreclosed/abandoned homes that have been renovated and will house new families using \$2.89 million in Neighborhood Stabilization funds.
- Continued support of the Planning Department's Historic Preservation Plan.
- 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.
- Proactively opened 73% of all Code Compliance cases to address code violations in Glendale and responded to more than 11,000 instances of graffiti.
- Received notice from the United States Department of Justice, Civil Division, that Glendale's redistricting map had been approved. The city instituted an aggressive outreach campaign to ensure residents participated in the process.



Public Safety

- Received a grant from the U.S. Department of Justice, Office of Justice Programs in the amount of \$237,451. The Glendale Police Department was one of only two agencies in the U.S. to receive this second round of funding that will be used for Glendale's Smart Policing Initiative.
- Expanded Criminal Investigation external partnerships by joining the United States Marshal's West Valley Task Force, the United States Secret Service Electronic Crimes Task Force and the FBI's Mortgage Fraud Task Force. These partnerships provide the Police Department with direct access to federal law enforcement resources.
- Eighteen specially trained firefighters served over 100 days on national incident management teams, at seven large-scale wildfires in Arizona and New Mexico, gaining insight applicable to brush fires in Glendale.
- 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

- Chosen by Tanger Factory Outlet Centers, Inc. for its newest shopping center that will include 85 brand name outlet stores. The upscale open-air mall broke ground near the Loop 101 and Glendale Avenue, which is within walking distance to Westgate City Center, Jobing.com Arena and the University of Phoenix Stadium.
- Retained high technology employer, Honeywell Aerospace, with an eight-year lease extension with the property owner of its north Glendale location. The Glendale facility has 800 employees and is the city's fifth largest employer.
- Attracted numerous new business investments, totaling more than 231,000 square feet of leased or purchased commercial space, to Glendale's thriving Bell Road Corridor.
- Partnered with the Small Business Development Center and Glendale Community College (GCC) in securing funding for Arizona's only Procurement Technical Assistance Center which will be headquartered at GCC and will assist small business looking to secure federal government contracts.
- Welcomed thousands of out-of-state fans and travelers to the Fiesta Bowl and sports and entertainment events. These fans supported Glendale businesses and hotels, providing a much-needed economic boost to the local economy and tourism industry.

A Vibrant City Center

- Continued to fulfill the vision for continued economic development in the Centerline District, welcoming two new Centerline projects – renovation of the Beet Sugar Factory, the reopening of the Glendale Gaslight Inn and the opening of Jivemind Co-operative Music Lab.
- Continued to support Glendale's signature special events which draw 500,000 people per year to the downtown. As evidenced by an International Festival and Events Association study, the economic impact of Glendale Glitters and the Chocolate Affaire is \$3.1 million annually.

MISSION AND PERFORMANCE MEASURE

Mayor and City Council



- Continued to support Artwerks Lateral 58, a new element of the Glendale Centerline, designed to bring artists to the area. This program includes the downtown shops and restaurants while showcasing artists and their work – including a new mural that graces the outer south wall of a longtime downtown restaurant.

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. Since October 2009, over 21,000 supporters have 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, the West Valley hosted a record number of supporters at the public meetings in February 2012 and set a new baseline for written support cards received by the Air Force in support of the F-35 mission.
- Mayor Scruggs, along with Governor Jan Brewer, lobbied in November 2011 for Pentagon and Air Force support for bringing the F-35 mission to Luke AFB. This trip to DC included securing support for linking the departure of two F-16 squadrons with the arrival of the F-35 mission to avoid any prolonged reduction in aircraft and personnel at Luke.

High Quality Services for Citizens

- Appointed 55 residents to the Ad-Hoc Water and Sewer Task Force. This task force will consider all issues related to water and sewer services, including rate structures.
- 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.
- Supported several events and classes such as the Green Festival, the Glendale Family Bike Ride, several earth day events and a variety of conservation and sustainable living classes – all designed to raise environmental awareness in our community.
- Assisted over 1,700 low-income families with rental assistance, providing them with affordable housing through the Community Housing Division.
- Assisted 141 homeowners to restore habitability and conditions of low- to moderate-income homes via the Emergency Repair Program.
- Awarded \$4,000 in Performing Arts Grants to performing arts projects throughout Glendale.
- Received a total of five federal grant awards specifically for transit projects in the amount of \$1,344,767. The funds are going toward transportation needs such as Dial-a-Ride buses, a pilot Taxi Supplement Program for ADA para-transit riders and transportation services that address the challenges of low income transit users.
- Commemorated the Arizona Centennial by incorporating centennial themes into Glendale’s Special Events, Library and Arts Programs, Parks and Recreation Programs and more. Governor Jan Brewer was guest of honor at Glendale Glitters opening night.



MISSION AND PERFORMANCE MEASURE

Mayor and City Council

- Received a Deaf and Hard of Hearing grant with partial funding from the Arizona Community Foundation (ACF) for the Glendale Civic Center to install the latest technology to enhance the quality of sound for its hard of hearing clients.
- Launched a new Coast2Coast Rx card allowing all Glendale residents, regardless of income, age or health status to participate in the program and save more than 50% on the cost of their medications. The card also provides discounts for dental, vision, diabetes and hearing products, as well as lab and imaging tests.
- Hosted, in partnership with the Arizona Foreclosure Prevention Task Force, a free community event offering numerous resources to homeowners facing a possible foreclosure.

Interesting Facts

In March 2012, Mayor Elaine Scruggs was honored as one of Arizona's 48 most intriguing women throughout the state's 100-year history. Arizona's 48 Most Intriguing Women was created as part of the Arizona Centennial Legacy Project to honor women from diverse backgrounds whose leadership and commitment contribute in a positive way to the future of Arizona during its centennial year. The number of women being honored was symbolic with Arizona becoming the 48th state in the Union in 1912.

The Glendale Civic Center was named the number one facility for meeting and convention buildings of its size by *Ranking Arizona: The Best of Arizona Business*. The business opinion poll, conducted by Ranking Arizona, includes more than 160 business, tourism and leisure categories throughout Arizona.

BUDGET SUMMARY BY DEPARTMENT
Mayor



MAYOR

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Office of the Mayor	\$341,358	\$333,342	\$333,342	\$362,188	9%
Total - Mayor	\$341,358	\$333,342	\$333,342	\$362,188	9%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$320,317	\$335,289	\$335,289	\$338,853	1%
Supplies and Contracts	\$14,453	\$18,087	\$18,087	\$17,173	-5%
Internal Premiums	\$3,512	\$3,427	\$3,427	\$3,643	6%
Internal Service Charges	\$3,076	\$2,821	\$2,821	\$2,519	-11%
Work Order Credits		(\$26,282)	(\$26,282)		
Total - Mayor	\$341,358	\$333,342	\$333,342	\$362,188	9%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Office of the Mayor	4	4	4	4	0%
Total -Mayor	4	4	4	4	0%



BUDGET SUMMARY BY DEPARTMENT

Council Office

COUNCIL OFFICE

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Barrel District	\$57,731	\$99,446	\$81,814	\$63,663	-36%
(1000) Cactus District	\$75,201	\$99,213	\$85,073	\$94,143	-5%
(1000) Cholla District	\$67,927	\$104,581	\$74,581	\$65,705	-37%
(1000) Council Office	\$513,676	\$489,998	\$489,998	\$573,118	17%
(1000) Ocotillo District	\$78,788	\$99,223	\$91,002	\$87,594	-12%
(1000) Sahuaro District	\$55,708	\$99,264	\$83,858	\$61,585	-38%
(1000) Yucca District	\$52,058	\$99,258	\$70,342	\$97,504	-2%
Total - Council Office	\$901,089	\$1,090,983	\$976,668	\$1,043,312	-4%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$794,391	\$820,134	\$820,134	\$856,468	4%
Supplies and Contracts	\$82,423	\$298,933	\$184,618	\$164,359	-45%
Internal Premiums	\$14,858	\$14,865	\$14,865	\$15,068	1%
Internal Service Charges	\$9,417	\$9,764	\$9,764	\$7,417	-24%
Work Order Credits		(\$52,713)	(\$52,713)		
Total - Council Office	\$901,089	\$1,090,983	\$976,668	\$1,043,312	-4%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 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	6	7	7	7	0%
(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	12	13	13	13	0%

MISSION AND PERFORMANCE MEASURES
City Attorney's Office



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 Glendale 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 2013

GOALS	
Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high-quality services for citizens.
Activities	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations.
Expected Outcomes (Perf. Measures)	Develop strong relationships with department and attend 100% of the meetings or hearings as needed or requested.
Time Commitment	Goal is an ongoing effort.
Expected 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.
Activities	Continue to aggressively prosecute Glendale City Code and state law misdemeanor violations.



MISSION AND PERFORMANCE MEASURES
City Attorney's Office

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 2012

Area of Innovation:

- Improvements to the Prosecutor's software program, JustWare, have allowed for a more efficient drafting of plea agreements, which is especially helpful in the courtrooms. Electronic files now exist in JustWare for every defendant.
- Application and acceptance of a Stop Violence Against Women grant in the amount of \$148,812 from the Arizona Governor's Office for Children, Youth, and Families. Funding from this grant was used to hire a special Misdemeanor Domestic Violence (DV) Prosecutor and DV Advocate for a one year. This grant may be extended for an additional two years if funding from the Governor's Office is available.
- The Prosecutor's Office continues to use 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 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	Work to ensure 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?	Obtained an overall conviction rate of 88%. In addition, 374 cases were plead to diversion programs.
Obstacles/Challenges	None.

MISSION AND PERFORMANCE MEASURES
City Attorney's Office



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 court house. 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 Glendale 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.



BUDGET SUMMARY BY DEPARTMENT
City Attorney

CITY ATTORNEY

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Attorney	\$2,348,048	\$2,384,723	\$2,378,306	\$2,554,970	7%
(1000) Outside Legal Fees	\$291,665	\$500,000	\$1,000,000	\$500,000	0%
Total - City Attorney	\$2,639,713	\$2,884,723	\$3,378,306	\$3,054,970	6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,201,327	\$2,461,073	\$2,461,073	\$2,517,244	2%
Supplies and Contracts	\$397,244	\$628,336	\$1,121,919	\$616,846	-2%
Internal Premiums	\$32,802	\$30,586	\$30,586	\$44,042	44%
Internal Service Charges	\$8,340	\$7,818	\$7,818	\$8,588	10%
Work Order Credits		(\$243,090)	(\$243,090)	(\$131,750)	-46%
Total - City Attorney	\$2,639,713	\$2,884,723	\$3,378,306	\$3,054,970	6%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Attorney	26	27	25	25	-7%
Total -City Attorney	26	27	25	25	-7%

CITY CLERK DEPARTMENT

Pam Hanna

Mission Statement:

To consistently and 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 Department's responsibilities are defined by the City Charter, City Code, State Statutes and Federal Laws. The department's primary functions are focused on informing our citizens about public meetings, public records, the City Charter and Code Book and municipal elections. Our department is responsible for providing public notice to our citizens about what the city is planning to do and when and where the issues are being discussed by publishing and posting to the official notice board, the City Clerk's internet page, and the official newspaper.

- Our department further contributes to municipal transparency by formatting and linking the items in the City Council agenda and support documents for posting on the City Clerk web page prior to every City Council meeting. The official record of the meetings, the City Council minutes, are prepared and posted to the same website after every meeting. In addition, we compile the minutes of all other city public meetings assuring their availability on the internet.
- Management of the City Charter and Code book is another significant public information service the City Clerk Department provides to our citizens. We verify and process all charter amendments and ordinances as a part of the codification process. The City Charter and Code Book is then made available in our office, city libraries and on the internet so citizens can research the laws and regulations of the city
- Our department oversees and implements the city's record management program which directs the processing, organizing, and storing of all city records. We manage the city's record center where thousands of records are stored, scanned and/or microfilmed. The City Clerk Department teaches record management classes and assists other departments in indexing, scanning and researching in the Clerk's electronic records database. At the same time, we facilitate the public's access to those records through an interactive internet record request form and other methods of record request.
- We provide voter and political committee services which are vital and necessary to the community by planning and conducting municipal elections, in partnership with Maricopa County. We also assist citizens who wish to run for office, as well as receiving political committee campaign finance filings and posting them to the internet. Recently, we managed the city's redistricting process, successfully complying with the City Charter, State and Federal laws.
- Our six employees are functional in all areas of departmental processes and procedures. The integration of staff's knowledge and assignments assures that the city's critical responsibilities are fulfilled with regard to public notices, public records, public record



MISSION AND PERFORMANCE MEASURES

City Clerk Department

requests, the Charter and Code Book and municipal elections. The City Clerk Department facilitates our citizens' rights to participate in city government.

FISCAL YEAR 2013

GOALS	
Goal	Successfully plan and conduct the 2012 Fall Municipal Elections.
Related Council Goal	One community with high quality services for citizens.
Activities	Activities include but not limited to: • Nomination process. • Department of Justice submittal. • Early ballot requests. • Political committee filings. • Translation of election materials and canvass of votes.
Expected Outcomes (Perf. Measures)	100% compliance with all election laws; all Primary and General election processes performed successfully, and seamless coordination with Maricopa County.
Time Commitment	Process expected to be complete by January 2013.
Expected Challenges	Raising the awareness of registered voters to encourage their voting in city elections.
Goal	Purge Day 2013.
Related Council Goal	One community with high quality services for citizens.
Activities	Planning and execution of all Purge Day events for 2013. Includes invitation to all department liaisons, tracking can requests for delivery and pickup, working with Materials Recovery Facility (MRF), Field Operations and Warehouse staff for implementation, vendor selection and pricing, storing of cans at Spring City awaiting shred truck, shred day and recycling at MRF.
Expected Outcomes (Perf. Measures)	Equal to or increased purge activity for individual departments.
Time Commitment	4 weeks.
Expected Challenges	Change of can style may limit companies who can shred onsite; completing in one day to reduce cost of rented shredding truck.

FISCAL YEAR 2012

Area of Innovation:

- Contracts, Resolutions, and Ordinances with user friendly search feature added to City Clerk web page to promote transparency in government.

MISSION AND PERFORMANCE MEASURES
City Clerk Department



- Redistricting web page with interactive maps, statistics and citizen comment functions.

Accomplishments:

- Redistricting – the City Clerk Department successfully coordinated and conducted the Redistricting effort for the City of Glendale resulting in new district lines being approved by the Department of Justice in December of 2011 with no issues or questions.
- Preparation of I-Pad version of agenda and council packet posted to City Clerk web page, available to citizens to download.
- Purge Day completed by partnering with Field Operations Recycling and Sanitation, Materials Recovery Facility and Material Control departments. The City Clerk Department and 33 departments purged 644 boxes or 108 recycle cans, resulting in 18,520 pounds (9.26 tons) of recycled paper.
- Voter Outreach events conducted on three separate dates' voter registration and permanent early voting forms completed and sent to county.
- City Clerk Services Update class was offered to all city employees. The original class was held in 2010. Follow up questions and discussion assisted departments in understanding the clerk department functions and reasons for processes in place.
- Contract Management Training Class – offered as a part of the Supervisor Brown Bag Classes, sponsored by the HR Department.
- Retention Schedule Management Class for Library staff.

GOAL UPDATES	
Goal	Successful completion of city charter required redistricting. 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.
Was the goal met?	Yes. The City Clerk Dept. successfully coordinated and conducted the redistricting effort resulting in new district lines to reflect changes in population and demographics pursuant to the 2010 Decennial Census.
What were the Performance Measures?	City Council and Justice Department approval of 2011 Redistricting proposal.
Obstacles/Challenges	There were no major issues with the redistricting although it was a challenge to get voters/residents to participate in the process.
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.



MISSION AND PERFORMANCE MEASURES
City Clerk Department

Was the goal met?	The project is not complete; however, substantial progress has been made and the process is continuing. Expired documents have been purged and electronic storage space made available. The reproducible manual is in draft form.
What were the Performance Measures?	Reduction in expired documents and gain in electronic storage space.
Obstacles/Challenges	The process has one Parks and Recreation staff member assigned to it and the reduction in staffing levels has impacted the amount of time available to spend on this project.

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, 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

MISSION AND PERFORMANCE MEASURES
City Clerk Department



	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.



BUDGET SUMMARY BY DEPARTMENT
City Clerk

CITY CLERK

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Clerk	\$392,031	\$372,249	\$370,864	\$412,442	11%
(1000) Elections	\$85,772	\$111,556	\$97,996	\$138,941	25%
(1000) Records Management	\$141,139	\$134,634	\$133,274	\$147,358	9%
Total - City Clerk	\$618,942	\$618,439	\$602,134	\$698,741	13%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$463,732	\$488,853	\$488,853	\$492,829	1%
Supplies and Contracts	\$134,875	\$166,092	\$149,787	\$193,201	16%
Internal Premiums	\$10,862	\$9,139	\$9,139	\$9,212	1%
Internal Service Charges	\$3,427	\$3,203	\$3,203	\$3,499	9%
Operating Capital	\$6,046				
Work Order Credits		(\$48,848)	(\$48,848)		
Total - City Clerk	\$618,942	\$618,439	\$602,134	\$698,741	13%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 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%

MISSION AND PERFORMANCE MEASURES

City Court



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 2013

GOALS	
Goal	Explore community collaborations and partnerships to identify new and innovative methods of adjudicating specialized offender populations, such as defendants with mental health disorders.
Related Council Goal	One community committed to public safety.
Activities	Consideration of potential diversion programs and dismissal options for appropriate non-violent carefully-screened defendants.
Expected Outcomes (Perf. Measures)	Reductions in the levels of staff resources and costs necessary to process cases involving specialized offender populations.
Time Commitment	This is an ongoing goal requiring frequent consultation and review with court staff and outside stakeholders.
Expected Challenges	Strong education efforts are vital to inform city management and Glendale citizens about the benefits of utilizing non-traditional judicial intervention to enhance the success of specialized offender populations.
Goal	Submit a FY12 grant funding proposal to the U.S. Department of Justice, Office on Violence Against Women.
Related Council Goal	One community with high quality services for citizens.
Activities	If the grant is received, the City Court would work in partnership with the Glendale Police Department to: • Hire and train domestic violence high-lethality victim advocate. • Continue funding protective order service coordinator. • Develop new offense-specific domestic violence police reports. • Fund overtime pay for domestic violence detectives to serve warrants on domestic violence fugitives.



MISSION AND PERFORMANCE MEASURES

City Court

Activities (con't)	• Work in partnership with non-profit provider A New Leaf to continue offering one FTE court-based domestic violence victim advocate. • Schedule one temporary judge pro tem to continue presiding over domestic violence cases and protective order petitions during the lunch hour.
Expected Outcomes (Perf. Measures)	Submittal of the grant's first required semi-annual progress report to the U.S. Department of Justice in January 2013 would reflect full successful implementation of all project elements.
Time Commitment	This two-year project period runs from July 1, 2012 to June 30, 2014.
Expected Challenges	Implementation of all project elements is dependent upon successful award of the grant proposal. It should be noted that the Court has received three consecutive D.O.J. awards totaling \$1.2 million since 2005. Congress has authorized continued federal funding for FY13 through the Violence Against Women Act.

FISCAL YEAR 2012

Area of Innovation:

- All five city courtrooms have been equipped with high fidelity digital audio recording systems. The new media solution ensures all court proceedings are archived for accurate appellate proceedings and other historical purposes. The software-based recording system creates sound files on a courtroom computer which can be moved to the court's network, a CD, a DVD, or any other computer-compatible storage media. The audio system was procured with Arizona Supreme Court "Fill The Gap" funding, at no additional cost to the City Court.
- Through the city's Innovate Program, the Court's Fines Management Supervisor helped develop a new process for depositing bond money which saves the Police Department's Detention Supervisors approximately eight hours of work each month. Instead of hand-delivering large cash deposits to the city's Finance Department, the Detention Supervisors now transfer that money to court staff when they retrieve the Court bond deposit. Both bond deposits are secured in the Court safe until an armored car conducts its daily pickup.

Accomplishments:

- Glendale City Court was selected to participate in a FARE (Fines, Fees and Restitution Enforcement) Revenue Enhancement Collections Pilot Project administered by the Arizona Supreme Court. This effort targeted current open receivables accounts in FARE that remain uncollected. Skip tracing software was used to locate absconders to obtain current information to better effectuate collection activities. Data for the three-month pilot showed Glendale was one of five top Courts in the State by collecting more than \$66,500 during the project. The Court has been aggressive in identifying eligible FARE cases for collections to help offset reductions in case filings which mirror local and national court caseload trends.

MISSION AND PERFORMANCE MEASURES

City Court



- Glendale's award-winning Treatment Court program for domestic violence defendants recorded 420 successful graduates in FY12. For over seven years, this specialized court has insured offender accountability through frequent judicial oversight and close monitoring of counseling status and other sentencing conditions. Treatment Court is a past recipient of the Arizona Supreme Court's "Justice for a Better Arizona" Achievement Award. To date, more than 5,800 defendants have graduated.

GOAL UPDATES	
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.
Was the goal met?	Yes. The Court continues to compile and submit a monthly DUI case aging report to monitor adjudication status in accordance with standards established by the Arizona Supreme Court. The Courtroom Operations Supervisor prioritizes the calendaring of DUI cases to expedite case completion. The Court's Case Flow/Case Management Committee initiated the development of a specialized DUI Review Calendar to complement these efforts. A supervised probation review docket was also established to monitor compliance of repeat offenders of domestic violence.
What were the Performance Measures?	No backlog observed on court calendared cases. Individual case terminations will continue to exceed case filings.
Obstacles/Challenges	None.
Goal	Develop additional electronic court forms to reduce costs and maximize staffing resources.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes. Daily court division calendars and appearance orders are now disseminated to all parties electronically instead of hard copy. Protective order forms can now be completed in fillable PDF format and filed with the court electronically from its website. Public records requests are satisfied with scanned documents emailed to customers whenever possible. Other electronic forms available on the Court website include standard motions, motions to continue, application to set aside judgment, arraignment notice and home detention enrollment.
What were the Performance Measures?	Decreased duplication costs: In FY09 the Court spent \$27,426 on duplication costs. In FY10 the Court spent \$14,240 on duplicating costs. In FY11 the Court spent \$12,462 on duplicating costs. Projected duplicating costs for FY12 are approximately \$10,951.
Obstacles/Challenges	None.



MISSION AND PERFORMANCE MEASURES

City Court

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 misdemeanor 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.

MISSION AND PERFORMANCE MEASURES

City Court



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.



BUDGET SUMMARY BY DEPARTMENT

City Court

CITY COURT

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Court	\$3,453,731	\$3,387,792	\$3,353,567	\$3,570,321	5%
(1240) Court Security	\$270,486	\$398,469	\$278,357	\$471,345	18%
(1240) Court Time Payments	\$75,693	\$128,391	\$127,177	\$129,699	1%
(1240) Fill the Gap	\$8,193	\$57,000	\$3,542	\$57,000	0%
Total - City Court	\$3,808,103	\$3,971,652	\$3,762,643	\$4,228,365	6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$3,184,332	\$3,492,263	\$3,489,695	\$3,526,377	1%
Supplies and Contracts	\$540,538	\$682,441	\$479,035	\$672,592	-1%
Internal Premiums	\$31,940	\$30,163	\$30,163	\$30,479	1%
Internal Service Charges	\$41,890	\$43,079	\$40,044	\$41,170	-4%
Operating Capital	\$9,403		\$0	\$10,000	
Work Order Credits		(\$276,294)	(\$276,294)	(\$52,253)	-81%
Total - City Court	\$3,808,103	\$3,971,652	\$3,762,643	\$4,228,365	6%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Court	42.75	40.75	37.75	37.75	-7%
(1240) Court Security	1	1	2	2	100%
(1240) Court Time Payments	1	1	1	1	0%
Total -City Court	44.75	42.75	40.75	40.75	-5%

MISSION AND PERFORMANCE MEASURES
City Manager's Office



CITY MANAGER'S OFFICE

Mission Statement:

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

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 2013

GOALS	
Goal	Continue to provide leadership and accountability for the organization through vigilant oversight of the city's budget during the challenging economic recession and downturn.
Related Council Goal	One community that is fiscally sound.
Activities	Schedule budget workshops with City Council, as needed, to provide timely review and transparency regarding departmental budgeting, forecasting and revenue generating opportunities.
Expected Outcomes (Perf. Measures)	Quarterly operational, business plan and financial reviews position the city to reassess expenditures, city-wide programs and departmental budgeting to prepare the city for an eventual economic rebound.
Time Commitment	May require numerous budget workshops and City Council meetings, along with subsequent staff time, to provide information to the public including potential public budget meetings in various areas throughout the city.
Expected Challenges	Ensure budget information is provided on a timely basis well in advance of the meetings so there is adequate time to review the materials.
Goal	Provide leadership, vision and accountability for the organization as economic development and redevelopment opportunities surface and require City Council action.
Related Council Goal	One community with quality economic development.
Activities	Facilitate and encourage business development in the Glendale Centerline, Glendale Avenue corridor and Westgate/Zanjero areas which will engage City Council, the public and business communities.



MISSION AND PERFORMANCE MEASURES
City Manager's Office

Expected Outcomes (Perf. Measures)	Additional new business development, business partnerships and redevelopment of existing businesses to initiate new synergistic opportunities for revenue and job creation.
Time Commitment	Requires the time commitment of several departments within the city to facilitate business development including the City Manager's Office.
Expected Challenges	New projects may require fast turnaround times by limited staffing.

FISCAL YEAR 2012

Area of Innovation:

- The City Council agenda process was reviewed by the INNOVATE team and newly streamlined procedures have been implemented including the Glendale Bulletin tool created by Information Technology whereby the Council agenda was incorporated into one weekly update that city staff, or the public, can receive online. In addition, an agenda sign-up form will be available at City Council evening meetings and workshop meetings so citizens can easily complete a request to be added to the automatic e-mail for the agenda and other city public relations information. A new feature was created to refer city staff to online agenda information links rather than a duplicative process whereby individual e-mails were sent by the agenda administrator. The agenda administrator eliminated several informational lists that were combined into one list for ease of reading resulting in less preparation time. The City Council goal section was removed from all Council Communications for evening voting and workshop meetings saving time for city staff and reducing printing costs.
- The 2011 United Way Campaign, overseen by the City Manager's Office in partnership with the Fire Department, successfully implemented an innovative campaign increasing employee attendance at events including the annual Chili Cook-Off while minimizing expenditures to less than \$500. The 2011 United Way Campaign donation total was \$112,638 and Glendale was ranked 11th on United Way's top 25 campaigns for companies with 1000-1999 employees. In addition, Glendale was the second strongest municipal campaign after the City of Phoenix.
- The City Manager's Office placed an emphasis on workplace training, teamwork and efficiency resulting in a staff reduction of one FTE (Executive Admin Assistant) while maintaining the same level of customer service to stakeholders within the organization.

Accomplishments:

- Successfully implemented two City Council Retreats including an informative presentation on the economic outlook by Elliott Pollack and Company. The Council Retreat in December 2011 provided information on how the city should prepare for the eventual economic recovery and how proper planning can impact the city's future.
- Continued to foster diversity in the workplace by City Manager's Office representation on the Diversity Task Force. The City Manager's Office staff participated in Diversity Dialogues, MLK luncheon, Cesar Chavez breakfast and other events to promote the importance of a diverse, informed workforce.

MISSION AND PERFORMANCE MEASURES

City Manager's Office



- The City Manager's Office worked closely with the Economic Development Department to attract or expand seven businesses totaling approximately 1,520 jobs and retained businesses in Glendale while maintaining a strong economic base. In the second quarter, the city's Economic Development Department, at the direction of the City Manager's Office, brought three new businesses to the community which will result in approximately 1,178 new jobs. In addition, the Tanger Outlet mall at Westgate will result assist in generating sales tax revenues, jobs and visitor and tourism dollars into the local economic base.

GOAL UPDATES	
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.
Was the goal met?	Yes, initiatives are ongoing.
What were the Performance Measures?	- Details regarding the INNOVATE program have been integrated into the Glendale University curriculum, the program will be featured in an upcoming episode of Glendale Full Circle on Channel 11, and information about our program was presented at the annual League of Arizona Cities and Towns conference. We also provided training to two members of the Mohave County Department of Public Health who are interested in establishing a LEAN program, staff participated in a national City Innovators Summit to share program details, and information has been shared with several other local governments in the region. - The administration of the INNOVATE program has been fully integrated into the Technology & Innovation department which was the first step in incorporating the use of the INNOVATE initiative with technology. Additionally, the resources of the INNOVATE team have been utilized for documenting about 90 processes for the Police Department in preparation for their technology project to replace the computer-aided dispatch/records management system. - Finally, several steps have been taken this fiscal year to assess and educate employees regarding the program including: employee and leadership team surveys, development of specific program initiatives aimed at communication/outreach, program details incorporated into new employee orientation, partnership with Human Resources to present as part of the Brown Bag Supervisory Series, and the successful recruitment/training of 13 new INNOVATE team members. Plans continue for additional organizational outreach and education in the coming fiscal year.



MISSION AND PERFORMANCE MEASURES
City Manager's Office

Obstacles/Challenges	Staff time to participate in learning opportunities is limited and finding ways to reach more employees has been a challenge.
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.
Was the goal met?	Yes, initiatives are ongoing.
What were the Performance Measures?	• The City Council agenda process was reviewed by the INNOVATE team and newly streamlined procedures have been implemented including the Glendale Bulletin tool created by Information Technology whereby the Council agenda was incorporated into one weekly update that city staff, or the public, can receive online. • In addition, an agenda sign-up form will be available at City Council evening meetings and workshop meetings so citizens can easily complete a request to be added to the automatic e-mail for the agenda and other city public relations information. • A new feature was created to refer city staff to online agenda information links rather than a duplicative process whereby individual e-mails were sent by the agenda administrator. The agenda administrator eliminated several informational lists that were combined into one list for ease of reading resulting in less preparation time. • The Council goal section was removed from all Council Communications for evening voting and workshop meetings saving time for city staff and reducing printing costs.
Obstacles/Challenges	The internal, departmental Council Agenda preparation process is continuing to evolve in keeping with the goal of creating a simplified and more efficient process for departments to submit items for Council agendas. A paperless departmental submittal format is still in the planning stages.

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.

MISSION AND PERFORMANCE MEASURES
City Manager's Office



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.



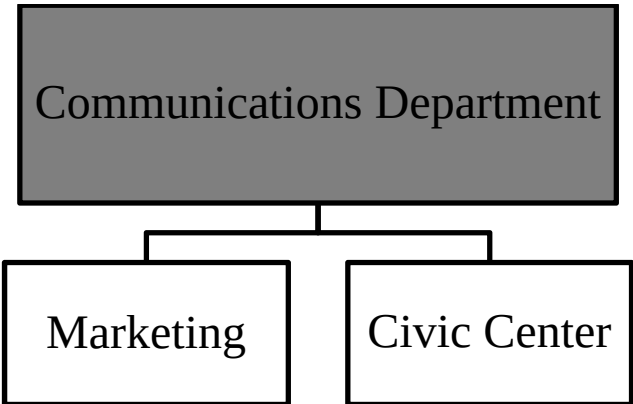
BUDGET SUMMARY BY DEPARTMENT
City Manager

CITY MANAGER

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Manager	\$971,182	\$895,124	\$889,395	\$827,696	-8%
Total - City Manager	\$971,182	\$895,124	\$889,395	\$827,696	-8%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$886,885	\$859,242	\$859,242	\$794,045	-8%
Supplies and Contracts	\$69,335	\$114,574	\$108,845	\$85,023	-26%
Internal Premiums	\$9,894	\$7,335	\$7,335	\$7,004	-5%
Internal Service Charges	\$5,068	\$2,543	\$2,543	\$2,820	11%
Work Order Credits		(\$88,570)	(\$88,570)	(\$61,196)	-31%
Total - City Manager	\$971,182	\$895,124	\$889,395	\$827,696	-8%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Manager	7	7	5	5	-29%
Total -City Manager	7	7	5	5	-29%



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, Glendale 11, Glendale Media Center, 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 one-half million visitors to downtown Glendale annually.

FISCAL YEAR 2013

GOALS	
Goal	Successfully transition Glendale Convention & Visitors Bureau (CVB) from a membership fee based budget model to a bed tax revenue budget model.
Related Council Goal	One community with quality economic development.
Activities	Update CVB Business Plan to reflect organization’s new funding model, establish new organization bylaws, create new hotel advisory group, meet with group to identify budget priorities, develop new advertising, marketing and sales plan, etc.



MISSION AND PERFORMANCE MEASURES
Communications

Expected Outcomes (Perf. Measures)	• Seek events to bring to Glendale that meet our mission to increase overnight stays. • Increase marketing and promotion both nationally and internationally to target markets which meets the goal of increasing bed sales throughout Glendale's 13 hotel properties. • Engage hotel advisory group in regular and ongoing meetings to develop strategies and initiatives to further Glendale's presence in the overnight stay market.
Time Commitment	This will be nearly a full-time job for the small, 2.5 FTE Glendale CVB staff.
Expected Challenges	Staff resources.
Goal	Develop higher revenue generation with a new rate increase, the first rate increase since the Civic Center opened more than a decade ago.
Related Council Goal	One community that is fiscally sound. One community with a vibrant city center.
Activities	Increase promotion and marketing of the facility throughout the meeting and trade associations industry, in-house marketing events, monthly communication to clients and public relations opportunities with the media.
Expected Outcomes (Perf. Measures)	Increase revenue 20% from FY2012 levels.
Time Commitment	This will vary by each individual sale but the overall process will take the entire FY to establish the success of the new rate structure. The Civic Center sales staff will be concentrating 75% of their business day on facility sales including audio-visual sales, which is an integral part of facility sales that is currently taking place.
Expected Challenges	The hospitality industry continues to feel the impact of the economic downturn including the decrease in catering from clients who are focused on room rental and less on food/beverage. Another possible challenge is the new rate increase and any concerns from long-time clients who will now be charged more. The facility's general fund transfer has been decreased due to overall citywide budget cuts; this creates a challenge in many areas including very limited funds for paying for advertising.
Goal	Increase usage of Civic Center's in-house Audio/Visual staff and equipment to generate revenue.
Related Council Goal	One community that is fiscally sound. One community with a vibrant city center.
Activities	At every opportunity sell in-house A/V services to meetings, conferences and social groups that use the Civic Center.
Expected Outcomes (Perf. Measures)	Increase revenue from A/V sales by 0.5% from FY12.

MISSION AND PERFORMANCE MEASURES
Communications



Time Commitment	This will vary by each individual sale but the overall process will take the entire FY to establish the success of the new rate structure. The Civic Center sales staff will be concentrating 75% of their business day on facility sales including A/V sales, which is an integral part of facility sales that is currently taking place.
Expected Challenges	The uncertainty of the current economy may hold some clients back from purchasing the “extras” for their meetings. The Civic Center sales staff will identify their need and sell A/V services whenever possible.
Goal	Attract new special events to Glendale.
Related Council Goal	One community with a vibrant city center. One community with high quality services for citizens.
Activities	Research area events and determine their potential to move to Glendale. Also, continue networking with regional festival and event promoters to help ensure they know Glendale is interested in hosting events in our city.
Expected Outcomes (Perf. Measures)	Bring, or facilitate in bringing, one new event to Glendale in FY13.
Time Commitment	This would be a regular commitment of a few hours each week in terms of research, phone calls, meetings with prospective promoters and required due diligence.
Expected Challenges	Competition from others (both municipalities and private sector), as well as the level of support Glendale is willing to provide in terms of support.
Goal	Continue to secure a high volume of positive media stories about city services, events and programs. Emphasis will be given to stories on services to residents, and those with potential for economic impact.
Related Council Goal	One community with strong neighborhoods. One community with a vibrant city center. One community with quality economic development.
Activities	• Seek proactive opportunities for media coverage of city’s programs, events and services. • Respond to media inquiries, including message and talking point development. • Promote upcoming events and activities through the various media tools: news releases, alerts, social media, targeted pitching, story development. • Identify and implement new PR programs/contests to maximize public relations exposure. • Maintain relationships with city departments to identify newsworthy events.



MISSION AND PERFORMANCE MEASURES
Communications

Expected Outcomes (Perf. Measures)	• Meet reporter deadlines and provide information needed on the same business day. • Produce an average 12 positive stories a month. • Add 75 followers to media twitter account. • Establish new media relationships with 10 new media representatives.
Time Commitment	This is a yearlong goal requiring about 80% of all available staff time.
Expected Challenges	• Keeping a strong balance between the positive and negative stories • Identify new method of researching media to replace CISION.
Goal	Develop strategic partnerships that can help cross-promote the city's events and tourism efforts.
Related Council Goal	One community with quality economic development.
Activities	• Tag team with other businesses such as Arrowhead Towne Center, a large regional mall located in Glendale, or Westgate City Center to raise awareness or increase exposure on city campaigns or events. • Use partner databases to reach larger audiences and coordinate joint events. • Explore potential partnerships with Centerline Arts Community, other Valley city PIOs, other CVBs, businesses in Sports & Entertainment district, Arrowhead Towne Center, and the education community.
Expected Outcomes (Perf. Measures)	• Additional dollars or in-kind trade from partners for joint events valued at \$5,000 • 2 joint FAM, media tours in support of tourism.
Time Commitment	This is a yearlong time commitment requiring about 10% of senior manager's time and 10% of staff time.
Expected Challenges	Editorial in some travel publications involve high expenses because the CVB has to pay for the writer to come out, so a partnership can leverage some of the costs.
Goal	Evolve city's online multi-media presence through increased use of online video and social media strategies and continue to grow Glendale 11 programming, the city's local cable station, through the use of online video tools and other social media.
Related Council Goal	One community with high quality services for citizens.
Activities	• Collaborating with city departments in email blasts and website postings to make sure online video resources are easily available to citizens. • Promote web-specific video content suitable for the fast-paced mobile world. • Create and launch strategic designs that enhance video services

MISSION AND PERFORMANCE MEASURES

Communications



Activities (con't)	online. - Expanded use of Glendale 11 resources targeted for online use. - Prioritize shoots, stories and shows for online purposes over on air content.
Expected Outcomes (Perf. Measures)	Increase online downloads/viewership of online video by 5%. Increased Glendale 11 content online by 10%.
Time Commitment	This would be an ongoing commitment with multiple hours spent daily from Production and Web staff.
Expected Challenges	Meeting changing mobile video requirements and growing storytelling skills with technical staff.
Goal	Enhance city's mobile web presence.
Related Council Goal	One community with high quality services for citizens.
Activities	Continue to use mobile website, video and social media tools that can further the city's messaging via mobile devices.
Expected Outcomes (Perf. Measures)	Increased mobile page views, increased number of mobile communication/social media campaigns. For example, the groundbreaking of one of the largest retail developments to occur in the city in FY12, Tanger Outlets, was live tweeted by city staff.
Time Commitment	Ongoing.
Expected Challenges	Cost of some mobile solutions.

FISCAL YEAR 2012

Area of Innovation:

- Received a grant from the Arizona Community Foundation for induction loop technology to help hard of hearing clients who use the facility. The Glendale Civic Center will be the first conference center in Arizona to have this technology installed.
- Began posting weekly video news updates on the home page and every page of the city's web site. The Glendale 24/7 city news brief allows residents and visitors to quickly get access to the latest city news and information.
- Launched a new mobile version of the city's key tourism site, www.visitglendale.com. Travelers, visitors and residents who want to learn more about the West Valley can now log on via mobile device and get a streamlined version of the complete tourism website.
- Implemented weekly list of proactive story ideas created exclusively for reporters, resulting in 5 to 8 new stories per month.
- Initiated a new partnership program, which brought forward a multi-faceted promotional marketing and membership strategy to attract new events and activities to the area. This initiative met specific CVB goals, including new memberships, gaining revenues to the communities through bed tax on room rentals and contributing to the overall economic growth of Glendale and the West Valley. Over the past year, these new events have included Kiss Me I'm Irish Run & Walk, Cirque du Soleil, Pro Bull Riding and Pro Roller Derby.



MISSION AND PERFORMANCE MEASURES

Communications

- Engaged in multiple social media programs and partnerships, which resulted in record-breaking visitor touch points. Social media products, including Facebook, Twitter and Flickr, grew in viewership and interaction by nearly 700%. The GCVB online print products, which have been converted to fully digital and downloadable formats, continue to see record-breaking views and downloads.
- Cross-training Center Operations Staff to assist in the areas of A/V and enhanced room set-up (pipe & drape, rear projection screens etc.) This saves revenue dollars and creates a more cohesive staff.
- The new A/V Specialist was certified at “Bi-Amp Certification School”, to learn to repair, install and design systems using Bi-Amp equipment. Most of the city has this equipment in place and training our in-house specialist will save revenue by eliminating the need for to hire outside firms to service City gear.
- Created the Center’s first “Prom Experience” trade show. This resulted in two prom bookings. We exceeded last year’s bookings by 3 proms for a total of 9 events which is the maximum the Civic Center can book in any one prom-cycle.
- Created two in-house marketing events that resulted in 4 new bookings.

Accomplishments:

- Increased city’s social media presence to 4,400 Facebook followers, 2,500 Twitter followers, 710,000 photo views on Flickr and 216,000 online video views for the city’s YouTube channel. Experienced more than 5.5 million visits to the cities websites in 2011.
- Glendale 11 won an award from the ASU Center for Violence Prevention and Community Safety for a PSA publicizing the serious consequences of ‘beer runs’ from convenience stores. The PSA was produced in partnership with the Glendale Police Department and the Mayor’s Youth Advisory Commission (MYAC). During the time Glendale 11 broadcast the PSA, the police department saw a 22% decrease in thefts across the board.
- For the first time ever, the Glendale Civic Center is ranked #1 by Ranking Arizona: The Best of Arizona Business for 2012.
- Oversaw messaging, editorial input and strategy on 400 yearly press releases, news advisories and media pitches resulting in approximately 40 proactive news stories per month in print and/or broadcast.
- Attracted more than 425,000 visitors to downtown Glendale through the successful production of the City’s 2011-12 signature festivals.
- Glendale Glitters was named one of the top five festivals in the state of Arizona by AAA’s Highroads Magazine.
- Glendale Glitters won “Arizona’s Best Of” Critics Choice Award for best kids event by *The Arizona Republic* and *azcentral.com*.
- Ranked #1 in the state of Arizona for meeting facilities of its size by the Arizona Business Journal’s Ranking Arizona’s 2012 compendium.
- On-track to increase A/V revenue by 5% over last year.
- By creating sound systems that are more cost effective and easier to install the Civic Center’s A/V Division was able to save the Special Events Department money with gear that was easier to install and breakdown and overall cost.

MISSION AND PERFORMANCE MEASURES
Communications



GOAL UPDATES	
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 residents.
Was the goal met?	Yes.
What were the Performance Measures?	Developing a new Glendale CVB sponsorship model to bring added value for events promoters, who bring events to Glendale. This new initiative resulted in several new sponsorships with such events as Cirque du Soleil, Pro Roller Derby Glendale Invitational, Professional Bull Riders Glendale Invitational and the Kiss Me I'm Irish Run & Walk.
Obstacles/Challenges	Unlike other CVBs in the Valley, the Glendale CVB has not had any funds available to help attract events to Glendale. This puts Glendale at a competitive disadvantage among other Valley cities, especially in the area of youth and amateur sports tournaments.
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.
Was the goal met?	Yes.
What were the Performance Measures?	We proactively brought a new event to Glendale, which was previously held in the city of Peoria. The Kiss Me I'm Irish Run & Walk, which was held in Glendale's Sports & Entertainment District, more than doubled in the number of participants (2,000+) this year. The run also attracted hundreds of out of towners. In addition, Special Events staff worked with a downtown merchant and Jivemind, a new downtown business, on a new weekly Jazz Concert series. The Thursday night series began in May.
Obstacles/Challenges	Challenges in creating and bringing new events include attracting visitors and getting the word out.
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.
Was the goal met?	The Civic Center staff is doing everything possible to meet a revenue return of 50%. The Civic Center (with about 2 months left to book) is projected to exceed 2011 A/V revenue by 5% and the social market revenue numbers are up over 20% from FY11. The Center is also projecting an increase of 5% in event attendance.



MISSION AND PERFORMANCE MEASURES
Communications

What were the Performance Measures?	Revenue production is a benchmark and in many areas such as the social market, A/V and event attendance, the Civic Center has exceeded 2011 numbers or is projected to do so. Client satisfaction is also a benchmark and to date the Civic Center is well in the 90% range of client satisfaction per returned surveys and event critiques.
Obstacles/Challenges	With the hospitality industry as a whole still feeling the effects of the ailing economy the profile of many of the meetings held at the Civic Center have changed. There are still meetings taking place but the purchase of food and beverage and extra equipment such as staging, lighting and other “extras” has dropped. The lack of any type of advertising budget has also been cumbersome.
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.
Was the goal met?	The A/V line item is on track to be at least 5% over the previous year.
What were the Performance Measures?	A/V being 5% ahead of previous year
Obstacles/Challenges	The challenge continues to be the economy and what ‘extras’ such as A/V that clients want to add to their event.

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

MISSION AND PERFORMANCE MEASURES

Communications



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.

- 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 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.
- 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	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.



MISSION AND PERFORMANCE MEASURES
Communications

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.
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.

BUDGET SUMMARY BY DEPARTMENT
Marketing and Comm.



MARKETING AND COMM.

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Audio/Visual	\$199,562	\$188,922	\$188,087	\$126,289	-33%
(1000) Cable Communications	\$719,690	\$666,655	\$664,606	\$619,222	-7%
(1000) City-Wide Special Events	\$283,567	\$277,840	\$277,523	\$321,007	16%
(1000) Marketing	\$1,005,313	\$853,849	\$852,425	\$1,068,890	25%
(1000) Tourism	\$227,385	\$215,385	\$213,323	\$231,442	7%
(1281) Mkt'g - Stadium Events	\$101,243	\$106,500	\$106,500	\$25,070	-76%
(1870) Audio/Visual - Self Sust.	\$13,046	\$0	\$0	\$0	NA
(1870) Chocolate Affaire	\$102,261	\$104,000	\$104,006	\$102,676	-1%
(1870) Convention & Visitors Bureau	\$21,951	\$30,000	\$29,500	\$448,130	1394%
(1870) Enchanted Evening	\$88,828	\$75,818	\$75,821	\$89,268	18%
(1870) Glitter and Glow	\$94,310	\$94,000	\$94,005	\$95,751	2%
(1870) Glitter Spectacular	\$122,309	\$99,000	\$99,006	\$124,865	26%
(1870) Glitters Light	\$152,565	\$155,798	\$155,798	\$154,182	-1%
(1870) Jazz Festival	\$172,404	\$158,000	\$158,008	\$176,408	12%
(1870) Other Special Events	\$103,843	\$30,000	\$30,000	\$103,415	245%
(1870) Summer Band	\$3,435	\$1,500	\$1,500	\$3,435	129%
(1870) Tourism - Souvenir Program	\$1,217	\$5,000	\$5,000	\$5,000	0%
Total - Marketing and Comm.	\$3,412,929	\$3,062,267	\$3,055,108	\$3,695,050	21%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,190,904	\$2,200,166	\$2,200,194	\$2,256,335	3%
Supplies and Contracts	\$1,068,334	\$941,230	\$934,043	\$1,401,189	49%
Internal Premiums	\$135,168	\$117,038	\$117,038	\$113,965	-3%
Internal Service Charges	\$18,523	\$16,300	\$16,300	\$16,575	2%
Work Order Credits		(\$212,467)	(\$212,467)	(\$93,014)	-56%
Total - Marketing and Comm.	\$3,412,929	\$3,062,267	\$3,055,108	\$3,695,050	21%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Audio/Visual	2	2	1	1	-50%
(1000) Cable Communications	7	7	6	6	-14%
(1000) City-Wide Special Events	4	3.75	4	4	7%
(1000) Marketing	10	10	11	11	10%
(1000) Tourism	3.5	2.5	2.5	2.5	0%
Total -Marketing and Comm.	26.5	25.25	24.5	24.5	-3%



BUDGET SUMMARY BY DEPARTMENT
Conv./Media/Parking

CONV./MEDIA/PARKING

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Convention/Media/Parking	\$278,967	\$274,515	\$267,278	\$268,358	-2%
(1000) Media Center Operations	\$147,775	\$142,988	\$141,200	\$142,603	0%
Total - Conv./Media/Parking	\$426,742	\$417,503	\$408,478	\$410,961	-2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$97,262	\$102,680	\$102,680	\$103,475	1%
Supplies and Contracts	\$149,727	\$178,496	\$169,471	\$163,493	-8%
Internal Premiums	\$165,373	\$130,729	\$130,729	\$130,546	0%
Internal Service Charges	\$14,380	\$16,005	\$16,005	\$13,447	-16%
Work Order Credits		(\$10,407)	(\$10,407)		
Total - Conv./Media/Parking	\$426,742	\$417,503	\$408,478	\$410,961	-2%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Media Center Operations	1	1	1	1	0%
Total -Conv./Media/Parking	1	1	1	1	0%

BUDGET SUMMARY BY DEPARTMENT
Civic Center



CIVIC CENTER

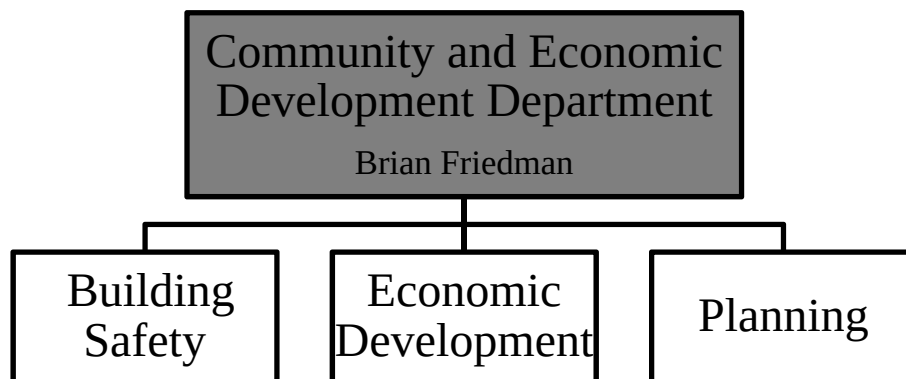
FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1740) Civic Center	\$751,586	\$766,817	\$766,817	\$687,728	-10%
Total - Civic Center	\$751,586	\$766,817	\$766,817	\$687,728	-10%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$551,847	\$562,736	\$562,736	\$497,146	-12%
Supplies and Contracts	\$173,191	\$185,140	\$185,140	\$162,681	-12%
Internal Premiums	\$12,910	\$12,024	\$12,024	\$11,486	-4%
Internal Service Charges	\$13,638	\$16,422	\$16,422	\$16,415	0%
Work Order Credits		(\$9,505)	(\$9,505)		
Total - Civic Center	\$751,586	\$766,817	\$766,817	\$687,728	-10%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1740) Civic Center	6	6	5	5	-17%
Total -Civic Center	6	6	5	5	-17%



MISSION AND PERFORMANCE MEASURES
Community and Economic Development



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 2013

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	Adopt the 2012 International Code series to update the currently adopted codes to new safety standards and enable the use of newly evolving construction methods and materials. We anticipate adopting the Energy Code for the first time.
Expected Outcomes (Perf. Measures)	Codes to be adopted by October 2012.
Time Commitment	Amendments to the codes need to be studied, proposed codes with current procedures and policies need to be coordinated, and involvement of community stakeholders all need to occur prior to city council consideration. This is a 6 month process that has already started.

MISSION AND PERFORMANCE MEASURES
Community and Economic Development



Expected Challenges	Amount of time dedicated to the process.
Goal	Utilize technological advances to make customer interaction with the Building Safety Department more efficient and convenient.
Related Council Goal	One community with high quality services for citizens.
Activities	Review records retention requirements in order to utilize electronic records storage in lieu of microfilming.
Expected Outcomes (Perf. Measures)	Eliminate need to microfilm construction documents for records retention and utilize electronic storage to meet requirements. This is less expensive, takes up less room and does not require specialized equipment to view records. Will also increase information accessibility internally and for our customers.
Time Commitment	Several months.
Expected Challenges	State records retention requirements.

FISCAL YEAR 2012

Area of Innovation:

- The department completed several Innovate Team reviews of our processes; including those on streamlining the internal water meter application process and our procedures for expiring permits.
- A special web portal was developed for use by the proposed the 84 tenants for the Tanger Outlet Mall. Staff partnered with the Technology & Innovation and Communications Departments to establish a password protected website where all of the information, specific to the tenants could be placed. Typical handouts were revised to answer specific questions that would apply only to these tenants and compiled into a simple document explaining the review, permitting and inspection process. All tenants are expected to open on the same day that the mall opens. The creation of this website has reduced the number of calls that staff is receiving by half.
- The Development Services Center developed a concept for improving customer outreach by utilizing social media (YouTube), and has begun filming segments on “What to Expect When We Are Inspecting”.

Accomplishments:

- The department participated in a two-day design review process coordinated by Planning for Tanger Outlet Mall. Subsequently, Building Safety facilitated a four day turn-around for construction plan review. These expedited reviews resulted in a time savings of at least six months over the standard design review and permitting process.
- The department performed over 39,000 inspections and assisted over 10,000 customers at the public counter.
- The Development Services Center implemented online permitting for the replacement of water heaters and staff will be looking into expanding this service to other types of permits that do not require plan review.



MISSION AND PERFORMANCE MEASURES

Community and Economic Development

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?	Yes.
What were the Performance Measures?	Process all plans, permits, utility clearances and requests for Certificates of Occupancy in an efficient, accurate and timely manner to ensure all departments have an opportunity to review and identify enforcement issues and the development customer receives adequate guidance.
Obstacles/Challenges	The number of permits increased by 6% and inspections by 9%.
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.
Was the goal met?	Yes.
What were the Performance Measures?	Continue the quality assurance program in plan review and inspection to ensure consistency and accuracy and develop and maintain policy and procedure manuals to increase consistency and accuracy.
Obstacles/Challenges	The number of inspections increased by 9%.

FISCAL YEAR 2011

Area of Innovation:

- The department is currently involved with the Innovate team on several of our 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.

MISSION AND PERFORMANCE MEASURES

Community and Economic Development



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 report of all cases was 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 identify 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.



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 Economic Development 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.
- Economic Development 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 2013

GOALS	
Goal	Attract targeted industries and businesses to Glendale
Related Council Goal	One community with quality economic development
Activities	Recruit new businesses through our relationship building, and maintaining a current knowledge of property lease expirations and industry trends.
Expected Outcomes (Perf. Measures)	Creation of 500 new jobs.
Time Commitment	On-going effort.
Expected Challenges	Limited office inventory and the likelihood of new speculative construction is scarce.
Goal	Assist existing Glendale businesses through a proactive Business Retention and Expansion Program.
Related Council Goal	One community with quality economic development.
Activities	Outreach and visits to existing companies to offer networking and educational assistance.

MISSION AND PERFORMANCE MEASURES
Community and Economic Development



Expected Outcomes (Perf. Measures)	Reach out to 30 existing Glendale companies
Time Commitment	On-going effort.
Expected Challenges	Continually providing comprehensive assistance to businesses looking to expand.

FISCAL YEAR 2012

Area of Innovation:

- Partnered with the Maricopa Small Business Development Center (SBDC) and Glendale Community College in securing funding for Arizona's only Procurement Technical Assistance Center (PTAC). The new center is headquartered at Glendale Community College. The PTAC office assists small businesses looking to secure contracts from the federal government.
- Department worked with the Communications Department to develop a one-page Glendale Centerline advertisement that ran in the two fall issues of Commercial Executive Magazine. The department also created an advertisement that was placed in a full Sunday run of the L.A. Times on October 22, 2011 highlighting Centerline, and the benefits of the new overlay district, as an outreach effort to the California market.
- Coordinated city participation in the 2012 Arizona Science and Technology Festival and introduced Honeywell to the event as a sponsor and participant as well.

Accomplishments:

- Located nine new companies and assisted in the retention or expansion of eight existing companies resulting in the creation of 2,590 jobs so far this fiscal year.
- Working with our partners in the community, the department has assisted in the absorption of 856,779 square feet of office and industrial space so far this fiscal year.
- In October 2011, Economic Development received the Excellence in Economic Development Award at the Governor's Statewide Development Conference in the category of Metro Business Retention and Expansion for the innovative partnership with GCC, ASU West and the Glendale Chamber. Significant regional projects were Bechtel, Honeywell, Southwest Ambulance and Midwestern University.
- In the summer of 2011, the department met with Jivemind an organization specifically focused on promoting and enhancing the music community in the Valley by working to bring musicians and opportunities together. Jivemind officially opened their doors at the former Bead Museum in the spring of 2012. This project is another step in the establishment of an Arts District in the downtown.
- The Economic Development Department had the exciting opportunity this year to develop the message and presentation for the Mayor's State of the City address at the Glendale Chamber of Commerce Annual Awards Luncheon on March 15, 2012, showcasing Glendale's growth and status as an attractive destination for business attraction.



MISSION AND PERFORMANCE MEASURES
Community and Economic Development

GOAL UPDATES	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes – Assisted in locating nine new companies in Glendale resulting in the creation of 1,388 new jobs.
What were the Performance Measures?	Creation of 500 new jobs.
Obstacles/Challenges	A slow-moving economy combined with limited vacant office inventory available .
Goal	Assist existing Glendale businesses through a proactive Business Retention and Expansion Program.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes - Assisted with retention/expansion of eight companies including four of Glendale's top major employers, resulting in 1,202 jobs.
What were the Performance Measures?	Reached out to more than 30 existing Glendale companies
Obstacles/Challenges	Economic recovery is still negatively impacting some expansions.

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.

MISSION AND PERFORMANCE MEASURES
Community and Economic Development



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.

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 zoning 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 functions 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 provide planning services and information to the community.



MISSION AND PERFORMANCE MEASURES

Community and Economic Development

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.

A new component to the Planning Department for FY13 will be the addition of Mapping & Records. This component will provide additional resources to the department and to internal and external customers. It includes a significant GIS (Geographic Information Services) component which will allow greater use of GIS as a tool for city staff and clients who need information relative to property data, recorded subdivision plats, public rights-of-way and easements. Mapping & Records will augment the graphic capabilities of the Planning Department which prepares and provides exhibits for internal and external customers.

FISCAL YEAR 2013

GOALS	
Goal	Updates to the Zoning Ordinance.
Related Council Goal	One community with a vibrant city center.
Activities	Research, citizen participation process, and public hearings.
Expected Outcomes (Perf. Measures)	Approval to update by adoption of an ordinance and resolution.
Time Commitment	One year.
Expected Challenges	Some opposition from citizens and business owners.
Goal	Streamline internal processes to allow greater flexibility to meet the service needs of the citizens.
Related Council Goal	One community with high-quality services for citizens.
Activities	Review procedures and timelines.
Expected Outcomes (Perf. Measures)	Elimination of unnecessary steps within a process without sacrificing quality development.
Time Commitment	10 months.
Expected Challenges	Resistance to change.

FISCAL YEAR 2012

Area of Innovation:

- Established an online Service Request Form. The form allows customers to submit a request through the internet for potential development and other Planning related inquiries instead of coming into the office or calling to complete a form.

Accomplishments:

MISSION AND PERFORMANCE MEASURES
Community and Economic Development



- Provided internships to two future planning professionals.
- Participated in Career Day at Sunset Ridge Elementary School to provide insight into the essential function of the Planning Department to developing a community.
- Staff was able to obtain professional development through attending workshops and conferences without using department funds.
- Assisted other departments with projects such as City Council redistricting, Census 2010 implementation, business outreach, and mapping without impacting external consumer service with a reduced staff.

GOAL UPDATES	
Goal	Maintaining superior customer service to internal and external customers.
Related Council Goal	One community with high quality service for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The performance measures were based on turnaround of projects and feedback from customers.
Obstacles/Challenges	Additional reduction in self provided some level of challenges. Staff was able to overcome the challenges by improving internal communication on project status and assisting each other when needed.
Goal	Modify planning tools to meet current demands for city development.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes.
What were the Performance Measures?	Performance measures were based on project proposals.
Obstacles/Challenges	Challenges were created when opposition was received from citizens and appointed officials. Staff worked through the concerns in order to reach favorable solutions.

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.



MISSION AND PERFORMANCE MEASURES
Community and Economic Development

- The 8th Annual Historic Preservation Bus Tour was held which provided 35 residents the opportunity to view Historic Districts, historic properties and other cultural resources.
- New bronze plaques were ordered to recognize the Sands Estates Historic District.

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 the Glendale Centerline Overlay District, added two new Historic Districts to the National Register of Historic Places, and complete all annexation requests by property owners.
Obstacles/Challenges	The time frame for the process was a challenge.

BUDGET SUMMARY BY DEPARTMENT
Building Safety



BUILDING SAFETY

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Building Safety	\$1,976,985	\$1,895,038	\$1,889,630	\$1,795,236	-5%
(1000) Development Services Center	\$363,070	\$425,102	\$393,078	\$361,758	-15%
(2400) Cross Connection Control	\$248,236	\$225,125	\$225,125	\$232,134	3%
Total - Building Safety	\$2,588,291	\$2,545,265	\$2,507,833	\$2,389,128	-6%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,441,701	\$2,566,247	\$2,566,261	\$2,399,705	-6%
Supplies and Contracts	\$32,148	\$110,421	\$72,975	\$98,443	-11%
Internal Premiums	\$64,110	\$50,443	\$50,443	\$45,469	-10%
Internal Service Charges	\$50,332	\$54,545	\$54,545	\$47,825	-12%
Work Order Credits		(\$236,391)	(\$236,391)	(\$202,314)	-14%
Total - Building Safety	\$2,588,291	\$2,545,265	\$2,507,833	\$2,389,128	-6%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Building Safety	21	21	18	18	-14%
(1000) Development Services Center	6	6	5	5	-17%
(2400) Cross Connection Control	2.75	2.75	2.75	2.75	0%
Total -Building Safety	29.75	29.75	25.75	25.75	-13%



BUDGET SUMMARY BY DEPARTMENT

Planning

PLANNING

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Current Planning	\$353,764	\$323,844	\$323,844	\$256,829	-21%
(1000) Long-Range Planning & Research	\$163,816	\$126,988	\$126,988	\$142,469	12%
(1000) Mapping and Records	\$93,467	\$96,327	\$95,505	\$105,129	9%
(1000) Planning Administration	\$314,618	\$323,524	\$320,664	\$354,377	10%
Total - Planning	\$925,665	\$870,683	\$867,001	\$858,804	-1%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$867,011	\$867,460	\$867,460	\$854,661	-1%
Supplies and Contracts	\$34,516	\$73,642	\$69,960	\$75,981	3%
Internal Premiums	\$19,989	\$15,380	\$15,380	\$12,556	-18%
Internal Service Charges	\$4,149	\$2,694	\$2,694	\$2,900	8%
Work Order Credits		(\$88,493)	(\$88,493)	(\$87,294)	-1%
Total - Planning	\$925,665	\$870,683	\$867,001	\$858,804	-1%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Current Planning	6	4	3	3	-25%
(1000) Long-Range Planning & Research	2	2	2	2	0%
(1000) Mapping and Records	1	1	1	1	0%
(1000) Planning Administration	3	3	3	3	0%
Total -Planning	12	10	9	9	-10%

BUDGET SUMMARY BY DEPARTMENT
Economic Development



ECONOMIC DEVELOPMENT

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Business Development	\$3,558,920	\$468,583	\$785,428	\$328,583	-30%
(1000) Economic Development	\$713,484	\$626,736	\$621,995	\$773,718	23%
Total - Economic Development	\$4,272,404	\$1,095,319	\$1,407,423	\$1,102,301	1%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$522,897	\$573,323	\$573,323	\$685,149	20%
Supplies and Contracts	\$3,740,229	\$563,412	\$875,516	\$502,719	-11%
Internal Premiums	\$7,290	\$6,639	\$6,639	\$7,761	17%
Internal Service Charges	\$1,988	\$1,694	\$1,694	\$2,244	32%
Work Order Credits		(\$49,749)	(\$49,749)	(\$95,572)	92%
Total - Economic Development	\$4,272,404	\$1,095,319	\$1,407,423	\$1,102,301	1%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Economic Development	5	5	6	6	20%
Total -Economic Development	5	5	6	6	20%



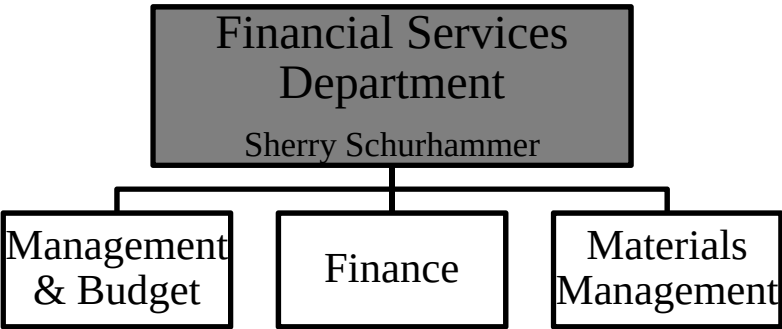
BUDGET SUMMARY BY DEPARTMENT
Rebates & Incentives

REBATES & INCENTIVES

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Rebates & Incentives	\$50,000	\$100,000	\$100,000	\$388,000	288%
Total - Rebates & Incentives	\$50,000	\$100,000	\$100,000	\$388,000	288%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Supplies and Contracts	\$50,000	\$100,000	\$100,000	\$388,000	288%
Total - Rebates & Incentives	\$50,000	\$100,000	\$100,000	\$388,000	288%

MISSION AND PERFORMANCE MEASURES
Financial Services Department



Mission Statement:

The Financial Services Department helps the city to accomplish its financial management objectives.

Department Description:

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

- The Management and Budget Division conducts independent, objective analyses of expenditures and revenues, as well as expenditure and revenue forecasts, in monitoring the budget for the current fiscal year and developing the budget for the next fiscal year.
- The Finance Division’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 Purchasing Division works with departments to ensure the procurement of goods and services is completed in a manner that is compliant with city and state statutes.
- The Grants Administration Division is responsible for coordinating the city’s efforts to identify and obtain alternative funding for priority projects that advance the mission, goals and objectives established by the City Council and executive management.

MANAGEMENT & BUDGET
Don Bolton

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.



MISSION AND PERFORMANCE MEASURES
Financial Services Department

Division Description:

The Management and Budget Division provides internal budget guidance and support services to all of the 18 departments within the city. Management and 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 2013

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 2013 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 budget division. Preparation of budget information is a consistent requirement of Management and Budget.
Expected Challenges	Maintaining the level of service provided to the organization and the community with the loss of 2 FTE's, a budget analyst and budget coordinator, over the past two fiscal years.
Goal	Successfully complete the program management of the Energy Efficiency and Conservation Block Grant (EECBG) and provide a centralized grants coordination function for the organization.
Related Council Goal	One community that is fiscally sound.

MISSION AND PERFORMANCE MEASURES
Financial Services Department



Activities	- Complete all EECBG projects on time and identify energy and cost savings that are communicated to the organization and the community. - Work with departments to identify projects for which grant funds are available, help prepare accurate and complete grant applications and resolve grant administration issues that might arise once funding is awarded. - Build relationships with other Valley cities and non-profits to develop regional grant applications that are more likely to be funded.
Expected Outcomes (Perf. Measures)	The three-year EECBG grant is expected to be completed by May 2013. This \$2.324M grant has 13 activities within the program and is expected to reduce energy use and operating costs throughout the city.
Time Commitment	- EECBG grant deadline is May 2013. - Grant coordination efforts are on-going throughout the year.
Expected Challenges	State and Federal grant opportunities have seen a significant decline over the last several years.

FISCAL YEAR 2012

Area of Innovation:

- Over the past fiscal year, Management and Budget has worked diligently to enhance the capabilities of the city's software technology systems to improve the evaluation and analysis of budget vs actual related data. Management and Budget developed Budget Control Queries and Reports, a user-friendly interface with PeopleSoft, the city's financial system, which is menu driven and runs queries of real-time information of expenditures and revenues. This is of great benefit to the organization as it allows non-technical staff throughout the organization to gain access to real-time data regarding their departmental budgets via drop down menus and point and click type selection buttons. This will allow the organization to better analyze budget-related data and make more informed management decisions. The system was developed and tested in FY2012 and is expected to be rolled out to the organization in FY2013.

Accomplishments:

- Received the GFOA Distinguished Budget Award for the FY 2012 budget document. The overall document was scored as "proficient" and/or "outstanding" by all reviewers in regards to a policy document, financial plan and operations guide and was scored as "proficient" in regards to the overall presentation as 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.



MISSION AND PERFORMANCE MEASURES
Financial Services Department

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 2012 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.
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.
Was the goal met?	Yes.
What were the Performance Measures?	• Minimized "shadow systems" used for budget data in city departments. • Minimized manual processes and reduced potential errors due to the multiple entry of data or missing data. • Enhanced the capabilities of PeopleSoft, the city's financial system, by developing an in-house interfacing tool that allowed the organization to easily access real-time information regarding their departmental budgets. This system was developed and tested this fiscal year and is expected to be rolled-out to the organization in FY13.
Obstacles/Challenges	None.

FISCAL YEAR 2011

Area of Innovation:

- Cross trained two individuals in Management and Budget to assist the Finance Division during 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.

MISSION AND PERFORMANCE MEASURES
Financial Services Department



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.

FINANCE
Diane Goke

Mission Statement:

The Finance Division's mission is to provide responsible financial management and exemplary customer services with integrity.

Division Description:

The Finance Division'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. Accounting Services prepares external financial reports, manages the city payroll process, pays vendors, and provides financial management consulting to departments. License/Collection 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 2013

GOALS	
Goal	Start disconnection of water services by 8:00 am on scheduled day.
Related Council Goal	One community that is fiscally sound. One community with high quality services for citizens.



MISSION AND PERFORMANCE MEASURES
Financial Services Department

Activities	Work with the Water Services department to begin disconnection process sooner. This will allow water users to have service restored quicker and the will be more manageable for staff.
Expected Outcomes (Perf. Measures)	Balance workload among staff and provide more efficient customer service to the public.
Time Commitment	Six months.
Expected Challenges	Coordination between two different departments, Financial Services department and Water Services department.
Goal	Implement PeopleSoft capital assets module & streamline processes.
Related Council Goal	One community that is fiscally sound.
Activities	Clean-up current capital assets records, set up PeopleSoft capital assets module, test the system, upload the data into the module, write up procedures and processes manual, and train staff.
Expected Outcomes (Perf. Measures)	• By streamlining the capital assets process into PeopleSoft we will reduce data entry errors ensuring capital assets are being recorded properly and shorten the processing time allowing the accounting staff more time to focus on other issues. • The module will produce accurate and up-to-date reports for use by departments for their annual audits, which will reduce the audit process time frame for Finance. • The departments will be able to access the information in real time so they do not have to wait for reporting and can manage their inventory. • All of this results in more a more efficient process and more accurate accounting data.
Time Commitment	6-7 month process to include training-should be completed by December 2012.
Expected Challenges	Limited experience w/ PeopleSoft program, spreadsheet clean-up & upload into module, city staff resistance due to changes in process.
Goal	Provide taxpayers with an on-line, electronic solution to file sales tax returns and payment of taxes.
Related Council Goal	One community that is fiscally sound.
Activities	Implement e-tax system, set up registration and login, and promote e-tax service.
Expected Outcomes (Perf. Measures)	Creates efficiencies, generates cost savings and provides taxpayers an easy, quick and accurate method to file a return and pay taxes.
Time Commitment	The goal is an ongoing effort, intended to attain 80% electronically filed returns and payments within five (5) years.
Expected Challenges	Resources to operate both manual and electronic tax return and payment processes until fully transitioned; earning taxpayer trust and willingness to participate; funding for development and implementation.

MISSION AND PERFORMANCE MEASURES
Financial Services Department



FISCAL YEAR 2012

Area of Innovation:

- In December 2011 Billing Services and Customer Relations instituted a “lump sum deposit” alternative for the qualified property management and real estate agents. This new deposit option gave these parties the option to pay a one-time \$500 utility deposit for all the properties they opened with the city. This program was successfully implemented and resulted in more convenience with the two parties, better customer service and decreased work load for staff.
- The method of paying vendors electronically through the ACH (automated clearing house) system was developed and tested in Peoplesoft during FY12. The ACH payment method provides an opportunity for vendors doing business with the city to receive payments for their services in a timely manner by eliminating paper checks. This payment method is expected to be rolled out in a production environment toward the end of FY12.

Accomplishments:

- Developed and implemented billing of fire inspection fees through the TaxMantra sales tax system using the annual business license renewal process.
- In January of 2012 the Billing Services and Customer Relations staff coordinated a dedicated staff meeting once a month. After an analysis of the incoming call statistics were complete, the Customer Relations call center opened up an hour later, one time a month. This resulted in a better communication with all Billing, Customer Relations and Cashiering staff. In addition, the opportunity was there to have the Field Customer Service staff attend once a quarter. This collaborative effort resulted in better communication and training opportunity for the combined departments.
- In March of 2012, the first file was sent to the third-party collections vendor. A collaborative effort was completed between the Revenue Recovery, Billing Services and Cashiering groups to establish procedures, prepare the file and send it to the collection agency for bad debt recovery.
- The city received an unqualified audit opinion in December 2011 regarding the FY 2011 Comprehensive Annual Financial Report (CAFR). This audit covers the restatement of beginning fund balance for the governmental funds as required by the new pronouncement #54 issued by the rule making body Governmental Accounting Standards Board. This change clarifies the reporting of fund balances for the governmental funds for end-users of the CAFR, which includes the general public, municipal bond investors, etc. Additionally, this change brings the city’s required annual CAFR in-line with the standards established by GASB.

GOAL UPDATES	
Goal	Eliminate routine paper checks.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	While we have eliminated some paper checks, we will be working in the coming year to continue the process by working with our vendors.



MISSION AND PERFORMANCE MEASURES
Financial Services Department

What were the Performance Measures?	Eliminated some paper checks.
Obstacles/Challenges	The fact that we have to work with several outside parties to achieve this goal is challenging.
Goal	Implement an automated sales tax filing process that is available online.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	No.
What were the Performance Measures?	Reduced volume of mail, walk-in customers and number of sales tax returns and payments processed manually.
Obstacles/Challenges	After initial implementation of the sales tax system, we had many process and system changes that restricted us from achieving this goal.
Goal	Transition outlying departments to a more self-sufficient centralized cashiering process.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes
What were the Performance Measures?	The accurate reporting of receipts entered into the system by the outlying department.
Obstacles/Challenges	Configuration of the program at an offsite location.

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 Sales Tax staff 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

MISSION AND PERFORMANCE MEASURES
Financial Services Department



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	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.

MATERIALS MANAGEMENT

Jacque Behrens

Mission Statement:

- To augment the effectiveness of the tax dollar in the purchase of materials and services within the requirements of city code and state law.

Division Description:

- 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.

FISCAL YEAR 2013

GOALS	
Goal	Ensure procurement procedures are current and complete.
Related Council Goal	One community that is fiscally sound.
Activities	Develop and update procurement procedures to reflect changes that have occurred.
Expected Outcomes (Perf. Measures)	Procurement procedures are current and complete.
Time Commitment	Ongoing.
Expected Challenges	Resources.



MISSION AND PERFORMANCE MEASURES
Financial Services Department

FISCAL YEAR 2012

Area of Innovation:

- Updated and streamlined solicitation documents and forms to reduce the time it takes to complete procurement activities.

Accomplishments:

- Completed 30 solicitations, 54 sole source/emergency purchases and processed over 565 purchase orders.

GOAL UPDATES	
Goal	Ensure the procurement code is current.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Internal procedures were developed or are being revised to ensure compliance with the procurement code.
Obstacles/Challenges	Resources.

FISCAL YEAR 2011

Area of Innovation:

- Streamlined procurement forms and processes to enhance communication and access to information.

Accomplishments:

- Maintained over 200 contracts with an estimated value in excess of \$60 million.

GOAL UPDATES	
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.

BUDGET SUMMARY BY DEPARTMENT

Finance



FINANCE

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Accounting Services	\$852,193	\$848,492	\$847,099	\$823,627	-3%
(1000) Finance Administration	\$428,576	\$531,275	\$529,766	\$483,798	-9%
(1000) License/Collection	\$697,775	\$665,368	\$651,559	\$722,844	9%
(1282) Arena Management Fee	\$25,000,000	\$20,000,000	\$25,000,000	\$17,000,000	-15%
(1780) Arena Renewal and Replacement	\$0	\$550,000	\$0	\$1,117,000	103%
(1790) AZSTA - Stadium Tax Refund	\$1,043,117	\$1,745,900	\$1,745,900	\$2,399,570	37%
(2360) Customer Service Office	\$2,382,145	\$2,963,088	\$2,953,965	\$2,957,838	0%
Total - Finance	\$30,403,806	\$27,304,123	\$31,728,289	\$25,504,677	-7%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$3,648,419	\$4,111,403	\$4,111,403	\$3,993,365	-3%
Supplies and Contracts	\$26,760,329	\$23,393,660	\$27,817,826	\$21,608,254	-8%
Internal Premiums	\$73,391	\$87,901	\$87,901	\$84,253	-4%
Internal Service Charges	\$40,541	\$37,418	\$37,418	\$46,380	24%
Work Order Credits	(\$118,874)	(\$326,259)	(\$326,259)	(\$227,575)	-30%
Total - Finance	\$30,403,806	\$27,304,123	\$31,728,289	\$25,504,677	-7%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Accounting Services	16	15	13	13	-13%
(1000) Finance Administration	4	6	4	4	-33%
(1000) License/Collection	8.5	7	7	7	0%
(2360) Customer Service Office	35.5	35.5	35.5	35.5	0%
Total -Finance	64	63.5	59.5	59.5	-6%



BUDGET SUMMARY BY DEPARTMENT
Lease Pmts/OtherFees

LEASE PMTS/OTHERFEES

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) 1000 Advisor Fees	\$58,132	\$90,000	\$90,000	\$90,000	0%
(1000) Lease Payments	\$12,963,406	\$403,075	\$632,758	\$1,177,077	192%
(1000) Merchant Fees	\$280,436	\$199,687	\$199,687	\$199,687	0%
(1980) 1980 Advisor Fees	\$152	\$6,066	\$0	\$6,066	0%
(2000) 2000 Advisor Fees	\$0	\$1,030	\$0	\$1,030	0%
(2040) 2040 Advisor Fees	\$1,824	\$2,000	\$1,701	\$2,000	0%
(2060) 2060 Advisor Fees	\$459	\$6,857	\$107	\$6,857	0%
(2080) 2080 Advisor Fees	\$59	\$2,000	\$0	\$3,734	87%
(2100) 2100 Advisor Fees	\$586	\$2,000	\$725	\$2,000	0%
(2180) 2180 Advisor Fees	\$4,285	\$5,213	\$4,640	\$5,213	0%
(2210) 2210 Advisor Fees	\$4,226	\$13,568	\$13,568	\$13,568	0%
(2360) 2360 Advisor Fees	\$0	\$3,289	\$3,289	\$3,289	0%
(2400) 2400 Advisor Fees	\$0	\$17,222	\$17,222	\$17,222	0%
(2420) 2420 Advisor Fees	\$0	\$17,514	\$17,514	\$17,514	0%
Total - Lease Pmts/OtherFees	\$13,313,565	\$769,521	\$981,211	\$1,545,257	101%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Supplies and Contracts	\$13,313,565	\$769,521	\$981,211	\$1,545,257	101%
Total - Lease Pmts/OtherFees	\$13,313,565	\$769,521	\$981,211	\$1,545,257	101%

BUDGET SUMMARY BY DEPARTMENT
Management & Budget



MANAGEMENT & BUDGET

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Budget & Research	\$638,863	\$622,329	\$621,113	\$554,290	-11%
(1000) Grants Administration	\$39,011	\$58,653	\$58,609	\$65,743	12%
(1000) Materials Management	\$395,613	\$163,126	\$163,002	\$292,544	79%
Total - Management & Budget	\$1,073,487	\$844,108	\$842,724	\$912,577	8%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$1,046,300	\$894,715	\$894,715	\$939,200	5%
Supplies and Contracts	\$10,097	\$24,509	\$23,125	\$22,505	-8%
Internal Premiums	\$12,735	\$11,318	\$11,318	\$10,221	-10%
Internal Service Charges	\$4,355	\$5,871	\$5,871	\$5,041	-14%
Work Order Credits		(\$92,305)	(\$92,305)	(\$64,390)	-30%
Total - Management & Budget	\$1,073,487	\$844,108	\$842,724	\$912,577	8%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Budget & Research	6	6	4	4	-33%
(1000) Grants Administration	1	1	1	1	0%
(1000) Materials Management	4	2	3	3	50%
Total -Management & Budget	11	9	8	8	-11%



BUDGET SUMMARY BY DEPARTMENT

Grants

GRANTS

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1840) DV Pilot Project Grant	\$182,281	\$68,219	\$68,219	\$0	-100%
(1840) Miscellaneous Grants	\$275,453	\$8,626,542	\$650,000	\$4,960,603	-42%
(1842) ARWRF Facility UV System Imp	\$102,846	\$806,000	\$76,355	\$806,799	0%
(1842) AzPAC Project AZ ARRA BTOP 1	\$9,966	\$0	\$0	\$0	NA
(1842) Build Safe Engy Prog Enhance	\$4,212	\$87,599	\$1,662	\$29,259	-67%
(1842) Downtown Parking Garage Light	\$0	\$0	\$64,000	\$0	NA
(1842) Energy Matters Public Educat	\$54,223	\$162,906	\$43,794	\$73,771	-55%
(1842) Equip Mgmt Facility Lighting	\$0	\$0	\$35,352	\$31,296	NA
(1842) Gmoc Parking Garage Lighting	\$0	\$0	\$57,571	\$5,308	NA
(1842) Main Library Lighting	\$287,101	\$136,831	\$64,350	\$0	-100%
(1842) MRF Lighting Retrofit	\$0	\$0	\$10,000	\$0	NA
(1842) Program Manager	\$24,223	\$218,026	\$22,697	\$57,225	-74%
(1842) Public Safety/Court Lighting	\$59,540	\$32,000	\$19,409	\$9,051	-72%
(1842) Solar Parks Lighting	\$0	\$0	\$0	\$165,079	NA
(1842) Sports Courts Lighting Retrofi	\$65,528	\$75,000	\$4,079	\$0	-100%
(1842) Traffic Signal LED Conversion	\$45,010	\$42,790	\$0	\$0	-100%
(1842) Well 43 Variable Drive Retrofi	\$13,645	\$75,000	\$6,885	\$76,970	3%
Total - Grants	\$1,124,028	\$10,330,913	\$1,124,373	\$6,215,361	-40%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$269,750	\$466,844	\$255,232	\$223,021	-52%
Supplies and Contracts	\$853,890	\$9,865,570	\$870,642	\$5,992,340	-39%
Internal Service Charges	\$388		\$0	\$0	
Work Order Credits		(\$1,501)	(\$1,501)		
Total - Grants	\$1,124,028	\$10,330,913	\$1,124,373	\$6,215,361	-40%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1840) DV Pilot Project Grant	1	1			
Total -Grants	1	1			



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 2013

GOALS	
Goal	Strive to increase public education through community outreach and implement a Community Emergency Response Team (CERT Team) that is deployable within the city of Glendale.
Related Council Goal	One community committed to public safety.
Activities	Community Education: • CCC-CCR and AED Classes • Drowning Impact Awareness Activities • Events: Staff Safety Booths • Fire Drills at Senior Living Facilities • Fire and Life Safety Presentations • Fire Pal Program • Healthier Safer Lives Program • Home Safety Inspections • Pre-school Headstart Presentations • Residential Lock Box Program • Safety Trailer Events • Smoke Detector Walks • Youth Firesetter Intervention Program • Youth Firesetter Prevention Classes • Youth Firesetter Train-the Trainer Classes



MISSION AND PERFORMANCE MEASURES

Fire Services

Activities (con't)	Community Emergency Response Team (CERT): • CERT 21-Hour Basic Class • CERT Continuing Education Classes • Implement a Deployable CERT Team for Glendale
Expected Outcomes (Perf. Measures)	Indirectly reduce the number of medical emergencies, injuries, near drowning, deaths, and fires in Glendale by increasing citizen's knowledge and skills on fire and life safety issues.
Time Commitment	This goal provides an ongoing time commitment. Efforts to educate the public in order to prevent loss of life and property are a continuous goal of the Fire department.
Expected Challenges	Limited staff creates challenges; however, the department has been able to maintain services with the assistance of Safety Educator and CERT Volunteers.
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. • Continue to conduct periodic reviews of deployment strategies to better utilize all apparatus and crews to our greatest advantage.
Expected Outcomes (Perf. Measures)	The Fire department's travel time goals are in compliance with the best practices prescribed by the Commission on Fire Accreditation International: • For 90% of all emergency incidents, the first unit shall arrive on-scene within 5-minutes 12-seconds. • For 90% of structure fires, an effective response force consisting of 3-engines, 1-ladder and 2-commanders shall arrive on-scene within 10-minutes 24-seconds.
Time Commitment	This is an ongoing effort as the Fire department consistently strives to improve response times.
Expected Challenges	Due to reduced budget and vacancies, constant staffing will continue to be a challenge.

FISCAL YEAR 2012

Area of Innovation:

- Innovative programs such as Continuous Chest Compressions (CCC) and Rapid Anti-Convulsive Medicine Prior to Arrival Trial (RAMPART) continue to be successful. In a recent press conference, a national study involving the University of Arizona College of Medicine and Glendale Fire revealed superior emergency treatment. A better, safer

MISSION AND PERFORMANCE MEASURES
Fire Services



emergency treatment for potentially fatal seizure victims has been found, according to the National Institute of Health. The results of the two-year study involving the drugs administered by emergency personnel to seizure victims showed that an alternate drug given by intramuscular injection, is faster and is a more effective way to stop prolonged seizures. The RAMPART study is sponsored by the National Institute of Health at no cost to the department. Out of 30 Fire department’s who participated nationally; GFD was ranked #1 on enrollment and quality.

- The department launched a six-month, grant-funded pilot program to operate an engine company out of Luke Air Force Base. The unit, staffed by two Glendale firefighters and two Air Force firefighters is the first of its kind in the nation. The success of this program will determine if this dual-staffed unit could become a full time operation in the future.

Accomplishments:

- The department has been approved for re-accreditation for an additional five years (2012 – 2017). The department has maintained its accredited status since 2002, awarded by the Commission on Fire Accreditation International, a private organization dedicated to assisting fire departments in achieving excellence. This year the department completed a thorough, self-assessment of the entire department and invited a Peer Assessor Group of four fire service professionals through the Commission on Fire Accreditation International agency, to do a thorough review and confirmation of the data provided by the department. This exercise enables all divisions to regularly evaluate their efficiency, and to strive toward continuous quality improvement. We are proud to report that the Commission has approved accreditation status to the Glendale Fire Department for the next five years.
- An analysis of investigated structure fires revealed that 92% of structure values were saved through effective fire ground operations. This speaks to the value of the 5,706 hours of fire-related training received by the field personnel.
- Crisis Response units dispatched to traumatic incidents contributed an average of five hours per shift to engine company availability. Their presence on-scene either released an engine company sooner, or enabled other companies to remain in service, available for other incidents.

GOAL UPDATES	
Goal	Strive to increase public education and outreach.
Related Council Goal	One community committed to public safety.
Was the goal met?	Yes. During 2011, the Community Services Division increased public education/outreach and awareness by providing the following events: • CCC-CPR: 160 one-hour classes; 5,126 students and 815 adults trained in CCC-CPR and AED utilization • CERT: Community Emergency Response Training: Two 21-hour classes; 42 graduates. • Drowning Impact Awareness: City Proclamation and August Awareness Month.



MISSION AND PERFORMANCE MEASURES
Fire Services

Was the goal met? (con't)	• Fire Drills at Senior Living Facilities: 3 Drills: 174 resident participants. • Fire and Life Safety Presentations: 34 one-hour presentations; 1,699 attendees. • Fire Pal Program: 15 Fire Pals; 34 Schools approximately 12,200 students in K-3rd grade taught per month. • Healthier Safer Lives Program: 4 Events; 139 Participants. • Pre-school Headstart Presentations: 21 Classes; 281 Children and 115 Parents. • Safety Educator Events: 35 Events: staffed booths – 15 volunteers. • Safety Trailer: 6 Events; 54 Classes; 94 Participants. • Youth Firesetter Intervention Program 3-hour Interventions: 12 Classes; 20 Youth and 18 Parents. • Youth Firesetter Prevention Presentations: 9 Classes; 236 Attendees. • Youth Firesetter Train-the-Trainer Courses: Three separate two to six day classes: Three separate classes; 138 Attendees. • 15 Volunteers gave 726 Hours that equates to \$15,413.90 worth of valued time (in-kind).
What were the Performance Measures?	Indirectly reduce the number of medical emergencies, injuries and fires in Glendale by increasing citizen's education on safety related issues.
Obstacles/Challenges	Limited staff creates challenges; however, the department has been able to overcome this with the numerous hours donated by volunteers.
Goal	Enhance response times.
Related Council Goal	One community committed to public safety.
Was the goal met?	Yes, this goal was met. • FIRE baseline: The first engine company arrived at 90% of Glendale structure fires within 4-minutes 34-seconds travel time. The full alarm assignment (effective response force) arrived on the scene within 8-minutes 40-seconds travel time. • EMS baseline: For 90% of EMS incidents, the travel time for the first arriving unit with AED capability was within 5-minutes 34-seconds. • ALS baseline: For 90% of ALS incidents, the travel time for the arrival of ALS paramedic services was within 5-minutes 31-seconds.

MISSION AND PERFORMANCE MEASURES

Fire Services



What were the Performance 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.
Obstacles/Challenges	Reduced funding continues to be a challenge in staffing units.

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.



MISSION AND PERFORMANCE MEASURES
Fire Services

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.

BUDGET SUMMARY BY DEPARTMENT

Fire Department



FIRE DEPARTMENT

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Air-Med & Logistics Ops (HALO)	\$713,102	\$736,989	\$736,989	\$767,633	4%
(1000) Ambulance Services	\$451,597	\$484,004	\$470,107	\$498,294	3%
(1000) Fire Administration	\$1,658,063	\$1,605,998	\$1,605,297	\$1,666,157	4%
(1000) Fire Community Services	\$12,412	\$15,250	\$14,487	\$15,250	0%
(1000) Fire Marshal's Office	\$826,394	\$812,173	\$809,600	\$813,458	0%
(1000) Fire Medical Services & Health	\$32,787	\$48,983	\$46,546	\$48,983	0%
(1000) Fire Operations	\$17,047,101	\$17,785,340	\$17,737,651	\$19,160,363	8%
(1000) Fire Resource Management	\$1,996,372	\$2,070,956	\$1,899,197	\$2,078,803	0%
(1000) Fire Special Operations	\$18,234	\$16,293	\$15,478	\$16,293	0%
(1000) Fire Training	\$11,406	\$13,656	\$12,973	\$13,656	0%
(1000) PS Training Ctr - Fire	\$436,937	\$567,227	\$567,227	\$581,875	3%
(1281) Fire - BCS Event	\$43,919	\$0	\$0	\$0	NA
(1281) Fire - Fiesta Bowl Event	\$45,396	\$159,942	\$159,942	\$159,942	0%
(1281) Stadium - Fire Event Staffing	\$193,710	\$229,886	\$229,886	\$229,886	0%
(1282) Arena - Fire Event Staffing	\$127,226	\$301,041	\$301,041	\$302,336	0%
(1282) Westgate - Fire Event Staffing	\$5,042	\$0	\$0	\$0	NA
(1283) CBRanch - Fire Event Staffing	\$44,892	\$28,852	\$28,852	\$28,852	0%
(1720) Fire - Special Revenue Fund	\$6,659,567	\$6,395,637	\$7,171,125	\$6,559,036	3%
(1840) Grant Approp - Fire Dept	\$956,462	\$4,500,000	\$1,100,000	\$3,500,000	-22%
(1842) PSSP Fire OT Grant	\$0	\$75,000	\$75,000	\$0	-100%
(2530) PS Training Ops - Fire	\$669,830	\$763,314	\$735,693	\$738,533	-3%
(2538) Glendale Health Center	\$29,719	\$54,000	\$54,000	\$54,000	0%
Total - Fire Department	\$31,980,168	\$36,664,541	\$33,771,091	\$37,233,350	2%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$26,460,229	\$28,679,286	\$28,279,286	\$29,923,922	4%
Supplies and Contracts	\$3,785,328	\$7,161,620	\$4,790,732	\$6,195,554	-13%
Internal Premiums	\$744,630	\$612,827	\$612,827	\$639,543	4%
Internal Service Charges	\$989,981	\$922,702	\$922,702	\$919,501	0%
Operating Capital		\$122,562		\$147,074	20%
Work Order Credits		(\$834,456)	(\$834,456)	(\$592,244)	-29%
Total - Fire Department	\$31,980,168	\$36,664,541	\$33,771,091	\$37,233,350	2%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
(1000) Ambulance Services	2	2	2	2	0%
(1000) Fire Administration	13	14	13	13	-7%
(1000) Fire Marshal's Office	10	10	9	9	-10%
(1000) Fire Operations	188	188	188	188	0%
(1000) Fire Resource Management	4	5	4	4	-20%
(1282) Arena - Fire Event Staffing	1	1	1	1	0%
(1720) Fire - Special Revenue Fund	51	51	51	51	0%
(2530) PS Training Ops - Fire	6	6	5	5	-17%
Total - Fire Department	279	281	277	277	-1%



MISSION AND PERFORMANCE MEASURES
Human Resources & Risk Management

HUMAN RESOURCES & RISK MANAGEMENT

Jim Brown

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 2013

GOALS	
Goal	Review and enhance existing HR processes by using existing and new technology to streamline services and improve the overall customer experience.
Related Council Goal	One community with high quality services for citizens.
Activities	• Review Performance Management Program and implement an online, electronic format that will streamline the process, reduce paper and enhance the overall customer experience. • Move existing employee relations database to an environment that will improve data security and allow authorized users to more readily access and update case files. • Implement new online anti-harassment and safety training classes across all city departments.
Expected Outcomes (Perf. Measures)	Review to be completed and recommendations implemented by May 2013.
Time Commitment	Expected to be complete by May 2013.
Expected Challenges	None.
Goal	Review existing Compensation and Benefits programs to ensure consistency, sustainability, and the ability to remain competitive with other benchmarked organizations.
Related Council Goal	One community that is fiscally sound.
Activities	• Update compensation policy and provide training and tools to city leadership to ensure understanding of and compliance with our policy and practices. • Negotiate a reduction in fees paid by participants in the Deferred Compensation Program and provide a more robust line-up of investments. • Review employee benefits options to determine the most competitive, cost effective and sustainable options for the city and plan participants.

MISSION AND PERFORMANCE MEASURES
Human Resources & Risk Management



Expected Outcomes (Perf. Measures)	Review to be completed and recommendations implemented by May 2013.
Time Commitment	Expected to be complete by May 2013.
Expected Challenges	None.
Goal	Review existing Risk Management and Workers Compensation policies and processes to ensure compliance with relevant laws, maintain or reduce overall costs, and improve the overall customer experience.
Related Council Goal	One community that is fiscally sound.
Activities	- Review the Workers Compensation process via Innovate in order to streamline and improve the process and the customer experience. - Enhance safety training and safety processes to help reduce cost associated with risk and to ensure employee safety.
Expected Outcomes (Perf. Measures)	Review to be completed and recommendations implemented by February 2013.
Time Commitment	Expected to be complete by February 2013.
Expected Challenges	None.
Goal	Review and restructure existing temporary worker process to improve overall services and reduce risk to the city.
Related Council Goal	One community that is fiscally sound.
Activities	- Review existing temporary contracted duties to determine if positions should be considered full or part time equivalencies and should be incorporated into the budget process. - Identify temporary agencies that will assist the city in finding the best possible solutions to accomplish the work that is not performed by full or part time equivalencies as identified in the budget.
Expected Outcomes (Perf. Measures)	Review to be completed and recommendations implemented by March 2013
Time Commitment	Expected to be complete by March 2013.
Expected Challenges	None.

FISCAL YEAR 2012

Area of Innovation:

- Reduced manual processes related to retiree benefits by entering all retiree data in PeopleSoft. Having the retiree data in PeopleSoft will enable HR to track retiree benefit history and more quickly respond to retiree questions.

Accomplishments:

- The city received recognition by the Association for the Advancement of Retired Persons (AARP) as one of fifty Best Employers for Workers Over 50 nationally for



MISSION AND PERFORMANCE MEASURES
Human Resources & Risk Management

2011. This is the 2nd time Glendale has been recognized for this prestigious award. Glendale was the only municipality in the nation and the only organization in Arizona to win the AARP award.

- The cost of the city's risk in FY12 was 1.18%, 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.

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	New system was implemented in June 2012.
Obstacles/Challenges	None.
Goal	Expand online training to include mandatory anti-harassment training.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	No. This is being incorporated into a broader goal for FY13.
What were the Performance Measures?	None.
Obstacles/Challenges	None.
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.
Was the goal met?	Yes.
What were the Performance Measures?	Increased employee participation in the Health Risk Assessment and maintained current health benefit premiums, co-pays and deductibles for FY13.
Obstacles/Challenges	None.

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.

MISSION AND PERFORMANCE MEASURES

Human Resources & Risk Management



- 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.

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.



MISSION AND PERFORMANCE MEASURES
Human Resources & Risk Management

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.

BUDGET SUMMARY BY DEPARTMENT
Human Resources



HUMAN RESOURCES

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Benefits	\$134,757	\$144,941	\$144,100	\$101,704	-30%
(1000) Compensation	\$429,994	\$374,781	\$374,707	\$424,728	13%
(1000) Employee Relations	\$177,976	\$166,386	\$166,311	\$186,022	12%
(1000) Employment Services	\$332,755	\$315,455	\$314,622	\$364,182	15%
(1000) Human Resources Administration	\$611,008	\$563,541	\$558,751	\$348,246	-38%
(1000) Organizational Development	\$287,025	\$259,189	\$289,189	\$163,192	-37%
(1000) Risk Management/Safety	\$190,523	\$121,547	\$120,326	\$132,626	9%
(2540) Risk Mgmt Trust Fund	\$2,482,031	\$3,068,438	\$2,332,447	\$3,024,506	-1%
(2560) Worker's Compensation	\$1,029,553	\$1,407,000	\$1,907,000	\$1,407,000	0%
(2580) Benefit Programs	\$22,545,070	\$23,117,869	\$23,117,869	\$22,348,826	-3%
Total - Human Resources	\$28,220,692	\$29,539,147	\$29,325,322	\$28,501,032	-4%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,239,989	\$2,303,058	\$2,303,058	\$2,187,314	-5%
Supplies and Contracts	\$25,935,755	\$27,398,179	\$27,184,354	\$26,611,649	-3%
Internal Premiums	\$33,507	\$24,847	\$24,847	\$27,259	10%
Internal Service Charges	\$11,441	\$11,180	\$11,180	\$9,755	-13%
Work Order Credits		(\$198,117)	(\$198,117)	(\$334,945)	69%
Total - Human Resources	\$28,220,692	\$29,539,147	\$29,325,322	\$28,501,032	-4%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Benefits	1.25	2	1	1	-50%
(1000) Compensation	6	4.75	4.75	4.75	0%
(1000) Employee Relations	2	2	2	2	0%
(1000) Employment Services	3	4	4	4	0%
(1000) Human Resources Administration	5	5	3	3	-40%
(1000) Organizational Development	1	3	2	2	-33%
(1000) Risk Management/Safety	2	1	1	1	0%
(2540) Risk Mgmt Trust Fund	1	3.75	3	3	-20%
Total - Human Resources	21.25	25.5	20.75	20.75	-19%



BUDGET SUMMARY BY DEPARTMENT
Employee Groups

EMPLOYEE GROUPS

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1190) Diversity Committee	\$31,392	\$54,000	\$40,225	\$0	-100%
(1190) GEMS	\$11,154	\$0	\$0	\$20,000	NA
(1190) Glendale Hispanic Network	\$21,277	\$0	\$13,775	\$0	NA
(1190) Holiday Event	\$0	\$30,000	\$30,000	\$0	-100%
Total - Employee Groups	\$63,823	\$84,000	\$84,000	\$20,000	-76%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Supplies and Contracts	\$63,823	\$84,000	\$84,000	\$20,000	-76%
Total - Employee Groups	\$63,823	\$84,000	\$84,000	\$20,000	-76%



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 coordinates the legislative and external activities and programs of the city of Glendale. We carry out the state and federal legislative agenda adopted by the City Council. We research and review state and federal legislation impacting the city. We protect the city’s interests in various stakeholder processes and work to resolve City issues with external partners. We develop reports and policy recommendations to City Management and City Council. We staff the Mayor and Council on the various federal, state and regional policy committees they hold positions on including, the Maricopa Association of Governments (MAG), the Regional Public Transit Authority (RPTA), Metro Light Rail, the Arizona Municipal Water Users Association (AMWUA), the Arizona League of Cities and Towns, the National League of Cities (NLC), Westmarc and others.

FISCAL YEAR 2013

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, Maricopa County 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	Budget deficits and competing priorities.
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.



MISSION AND PERFORMANCE MEASURES
Intergovernmental Programs

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	Funding deficits for the transit, highway and arterial regional programs.

FISCAL YEAR 2012

Area of Innovation:

- Reduced the department budget by almost 12.4%.
- Eliminated contracts and successfully negotiated 10% reductions in remaining contracts.

Accomplishments:

- Led a successful effort to stop ADOT from turning Grand Avenue back to local jurisdictions. Negotiated agreement with West Valley cities to protect the expressway.
- Helped advance legislation sponsored by U.S. Representative Franks to protect the cities sports and entertainment district.
- Coordinated and led a mobile workshop highlighting Glendale's sports and entertainment district for over 100 elected officials from across the country at the National League of Cities that was held in Phoenix.
- Secured new (non-Glendale) funds to construct a \$14.5 million HOV ramp project at Loop 101 and Maryland Avenue.
- Secured nearly \$500,000 from competitive regional funds for Bike and Pedestrian and highway safety projects in Glendale.
- Successfully secured over \$3.2M in transit CMAQ money specifically for city of Glendale preventative maintenance projects which will be distributed in FY13.
- Represented the city before the State Independent Redistricting Commission (IRC) and successfully advocated for the City Council's desire for a reduction in the number of State legislative districts representing the City from 6 to 5. Successfully lobbied for two Congressional Districts to continue to cover Glendale. Successfully worked to ensure that Luke Air Force Base remained in a Glendale District, as the original proposed Commission maps had it being moved outside of a Glendale District.

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.

MISSION AND PERFORMANCE MEASURES
Intergovernmental Programs



What were the Performance Measures?	- We were successful in significantly reducing the impacts of harmful legislation to the city of Glendale. - We were successful in negotiating no new negative budgetary impacts on Glendale and were able to restore some previously swept funding. - We took the lead role in organizing lunch meetings with legislative leadership, the Governor and the mayors of the 6 largest cities in the State. - We helped to successfully advance legislation through the committee process in Congress which will help protect our sports and entertainment district.
Obstacles/Challenges	Budget deficits and competing priorities.
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.
Was the goal met?	Yes.
What were the Performance Measures?	We were successful in identifying new funds to construct a \$14.5 million HOV ramp project at Loop 101 and Maryland Avenue. It was a new project with no identified funding source. The critical project will now be completed with no local Glendale funds, instead it will be totally paid for by regional and state funding. We were successful in minimizing impacts on Glendale projects during highway/transit regional program re-balancing.
Obstacles/Challenges	Funding deficits for the transit, highway and arterial regional programs.

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.



MISSION AND PERFORMANCE MEASURES

Intergovernmental Programs

- 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.

BUDGET SUMMARY BY DEPARTMENT
Intergovt. Programs



INTERGOVT. PROGRAMS

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Intergovernmental Programs	\$711,739	\$686,721	\$671,875	\$640,658	-7%
Total - Intergovt. Programs	\$711,739	\$686,721	\$671,875	\$640,658	-7%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$406,800	\$427,410	\$427,410	\$427,423	0%
Supplies and Contracts	\$299,950	\$296,926	\$282,080	\$206,926	-30%
Internal Premiums	\$3,723	\$4,533	\$4,533	\$4,655	3%
Internal Service Charges	\$1,266	\$1,171	\$1,171	\$1,654	41%
Work Order Credits		(\$43,319)	(\$43,319)		
Total - Intergovt. Programs	\$711,739	\$686,721	\$671,875	\$640,658	-7%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Intergovernmental Programs	4	4	4	4	0%
Total -Intergovt. Programs	4	4	4	4	0%



INTERNAL AUDIT

Candace MacLeod

Mission Statement:

To conduct independent, objective assurance and consulting activities that add value and improve operations.

Department Description:

The City Auditor's Office provides 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.

FISCAL YEAR 2013

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)	Quarterly risk-based audit plan with focus on improved business processes.
Time Commitment	Ongoing review and adjustment of the audit plan based on business risk.
Expected Challenges	Resources.
Goal	Ensure city assets are adequately safeguarded.
Related Council Goal	One community that is fiscally sound.
Activities	Develop audit programs that include a review of controls over city assets.
Expected Outcomes (Perf. Measures)	Audit recommendations that enhance controls over city assets.
Time Commitment	Ongoing.
Expected Challenges	Resources.

FISCAL YEAR 2012

Area of Innovation:

- Continued to utilize audit software to efficiently and effectively facilitate audit testing procedures.

Accomplishments:

- Completed six performance audits, five special projects, two contract audits and eight department procurement card reviews.

MISSION AND PERFORMANCE MEASURES
Internal Audit



GOAL UPDATES	
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	Resources.
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	Resources.

FISCAL YEAR 2011

Area of Innovation:

- Utilized audit software tools to effectively facilitate audit testing procedures.

Accomplishments:

- Completed 10 performance and information technology audits and follow-ups and four contract audits.
- Performed 13 special projects at the request of management.

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



BUDGET SUMMARY BY DEPARTMENT
Internal Audit

INTERNAL AUDIT

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Internal Audit	\$278,587	\$265,196	\$264,741	\$291,823	10%
Total - Internal Audit	\$278,587	\$265,196	\$264,741	\$291,823	10%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$266,655	\$281,011	\$281,011	\$279,890	0%
Supplies and Contracts	\$6,898	\$9,106	\$8,651	\$8,607	-5%
Internal Premiums	\$4,139	\$2,465	\$2,465	\$2,737	11%
Internal Service Charges	\$895	\$862	\$862	\$589	-32%
Work Order Credits		(\$28,248)	(\$28,248)		
Total - Internal Audit	\$278,587	\$265,196	\$264,741	\$291,823	10%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Internal Audit	2	2.5	2.5	2.5	0%
Total -Internal Audit	2	2.5	2.5	2.5	0%

MISSION AND PERFORMANCE MEASURES
Neighborhood & Human Services



NEIGHBORHOOD & HUMAN SERVICES

Jim Colson

Mission Statement:

Connecting people through the power of community and preserving the health, safety and living environment of our neighborhoods.

Department Description:

The Neighborhood & Human Services Department is comprised of the Community Revitalization, Community Housing, Community Action Program and Code Compliance sections. Each of these sections provides direct community services that ensure residents receive access to resources and community programs that support self-sufficiency and build strong neighborhoods.

FISCAL YEAR 2013

GOALS	
Goal	Provide resources for neighborhoods that promote neighborhood revitalization efforts through the use of general and federal funds.
Related Council Goal	One community with strong neighborhoods.
Activities	• Link people and neighborhoods with known resources that support property and neighborhood improvement efforts. • Enforce property maintenance codes on a primarily proactive basis. • Provide and participate in community education programs, meeting and events that educate our residents. • Identify additional resources to support Glendale neighborhoods.
Expected Outcomes (Perf. Measures)	• Work with a non-profit organization to purchase and rehabilitate 10 houses. • Be responsive to resident calls for service. • Identify and offer resources to residents in an effort to prevent and correct property maintenance violations.



MISSION AND PERFORMANCE MEASURES
Neighborhood & Human Services

Expected Outcomes (Perf. Measures – con’t)	• Participate in twelve neighborhood education activities. • Expand the Adopt-a-Neighborhood Program with one additional neighborhood being adopted.
Time Commitment	These activities will be ongoing throughout the fiscal year.
Expected Challenges	Recent reductions in staffing, available financial resources and the availability of qualified housing are expected to present challenges during this fiscal year.
Goal	Provide resources and programs that support individuals and families by providing temporary assistance and support.
Related Council Goal	One community with strong neighborhoods.
Activities	• Secure, distribute and monitor the use of federal resources that benefit Glendale residents. • Monitor monthly housing voucher activity and work to prepare for anticipated budget reductions. • Provide Glendale residents with emergency utility assistance. • Provide homeless prevention assistance. • Offer emergency home repair assistance.
Expected Outcomes (Perf. Measures)	• Assist families with housing services within our budget authority. • Assist individuals and families with emergency utility assistance. • Provide homeless prevention assistance. • Offer a federally funded home repair program.
Time Commitment	These activities require an ongoing time commitment.
Expected Challenges	Anticipated federal budget reductions and the different budget cycle calendars used by the city and federal government create budgeting and scheduling challenges.

FISCAL YEAR 2012

Area of Innovation:

- The CAP office worked with IT to implement a pre-screening system that establishes early program eligibility, which results in a one-stop assistance process aimed at helping customers successfully navigate through the many programs available to them. CAP also implemented a new case management software system to help manage applicants through the process and collect data with the goal of interfacing with the pre-screening system, and providing enhanced data reporting.

Accomplishments:

- Code Compliance staff assisted the Neighborhood Partnership Office with their Adopt-A-Neighborhood Program and partners in adopting the Granada Estates Neighborhood.
- Code Compliance staff and volunteers continued to remove the visual blight created by illegal temporary signs from the city’s right of way. A total of 12,824 signs have been removed from the city right of way through March 31, 2012.
- Code Compliance staff continued to participate in the education of Glendale residents on

MISSION AND PERFORMANCE MEASURES
Neighborhood & Human Services



city code and enforcement processes by participating in Glendale University. Residents participating in Glendale University were provided department brochures and information on city codes and the enforcement processes used to gain compliance.

GOAL UPDATES	
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.
Was the goal met?	Yes, the division partnered with the Gorman group to purchase a 115 unit apartment complex in Centerline for low to moderate income families.
What were the Performance Measures?	The leverage of federal funds with private equity finance at the most will provide up to \$16 million to rehabilitate this complex.
Obstacles/Challenges	Securing construction and long term financing is a challenge with this type of project and the current state of the economy.
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.
Was the goal met?	Yes, Community Housing successfully paid out more than \$7 million in Section 8 housing assistance, which was within 2% of budget authority, while utilizing the maximum number of vouchers possible within this authority. The conventional public housing program successfully maintained occupancy standards as set forth by HUD.
What were the Performance Measures?	High performer status on annual federal performance audit.
Obstacles/Challenges	Main challenge was balancing federal budget cuts, while continuing to assist families without a reduction in voucher utilization.

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.



MISSION AND PERFORMANCE MEASURES

Neighborhood & Human Services

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.

BUDGET SUMMARY BY DEPARTMENT

Comm. Action Program



COMM. ACTION PROGRAM

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) CAP Local Match	\$119,600	\$129,859	\$124,364	\$129,859	0%
(1820) ACAA APS Assistance	\$0	\$0	\$0	\$1,500	NA
(1820) ACAA HEAF Program	\$8,995	\$10,136	\$0	\$10,136	0%
(1820) ACAA SRP Assistance	\$10,437	\$59,441	\$46,790	\$63,441	7%
(1820) ACAA SW Gas Assistance	\$1,287	\$5,000	\$5,000	\$5,000	0%
(1820) ACAA URRD Program	\$8,303	\$36,732	\$0	\$36,732	0%
(1820) Case Mgmt Admin	\$95,799	\$179,549	\$179,549	\$212,425	18%
(1820) Case Mgmt-LIHEAP Voucher	\$720,721	\$790,705	\$790,705	\$621,847	-21%
(1820) Case Mgmt-NHN Voucher	\$0	\$3,135	\$0	\$1,567	-50%
(1820) Case Mgmt-Qwest Admin	\$3,849	\$3,919	\$0	\$0	-100%
(1820) Case Mgmt-SSBG Admin.	\$3,711	\$0	\$0	\$0	NA
(1820) Case Mgmt-TANF Voucher	\$44,914	\$45,000	\$0	\$45,000	0%
(1820) Case Mgt-LIHEAP A16 Admin	\$56,367	\$56,647	\$0	\$0	-100%
(1820) Case Mgt-LIHEAP Administration	\$52,372	\$51,568	\$0	\$0	-100%
(1820) CM-LIHEAP Admin Contingency	\$5,972	\$5,341	\$0	\$0	-100%
(1820) CM-LIHEAP Voucher Contingency	\$0	\$90,718	\$0	\$0	-100%
(1820) Community Svcs Block Grant-Adm	\$234,348	\$265,153	\$265,153	\$289,549	9%
(1842) ADOH HPRP-Admin	\$2,312	\$0	\$12,185	\$0	NA
(1842) ADOH HPRP-Data Collection	\$0	\$0	\$2,816	\$0	NA
(1842) ADOH HPRP-Fin Assist	\$40,738	\$0	\$200,122	\$0	NA
(1842) ADOH HPRP-Housing Reloc SS	\$624	\$0	\$358	\$0	NA
(1842) ADOH HPRP-RR Assist	\$13,401	\$0	\$39,417	\$0	NA
(1842) ADOH HPRP-RR HR SS	\$0	\$0	\$5,634	\$0	NA
Total - Comm. Action Program	\$1,423,750	\$1,732,903	\$1,672,093	\$1,417,056	-18%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$404,051	\$664,091	\$564,582	\$486,418	-27%
Supplies and Contracts	\$1,006,082	\$1,172,718	\$1,211,417	\$909,978	-22%
Internal Premiums	\$3,548	\$3,480	\$3,480	\$3,546	2%
Internal Service Charges	\$15,833	\$16,980	\$16,980	\$17,114	1%
Work Order Credits	(\$5,764)	(\$124,366)	(\$124,366)		
Total - Comm. Action Program	\$1,423,750	\$1,732,903	\$1,672,093	\$1,417,056	-18%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1820) Case Mgmt Admin		3.5	3.5	3.5	0%
(1820) Community Action Program (CAP)	7				
(1820) Community Svcs Block Grant-Adm		3.5	3.5	3.5	0%
Total -Comm. Action Program	7	7	7	7	0%



BUDGET SUMMARY BY DEPARTMENT

Comm. Partnerships

COMM. PARTNERSHIPS

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Community Revitalization	\$317,927	\$507,275	\$500,483	\$363,066	-28%
(1300) HOME Program	\$717,558	\$1,787,501	\$864,126	\$773,117	-57%
(1310) NSP Programs	\$2,522,944	\$2,117,897	\$650,000	\$600,000	-72%
(1311) NSP III	\$0	\$3,368,377	\$1,684,188	\$1,684,188	-50%
(1320) CDBG Programs	\$2,179,261	\$3,718,764	\$1,394,182	\$2,336,844	-37%
(1830) Central AZ Shelter Srvs-ESG	\$51,732	\$0	\$0	\$0	NA
(1830) ESG General Administration	\$4,737	\$0	\$0	\$174,160	NA
(1830) Homeward Bound-ESG	\$20,057	\$0	\$0	\$0	NA
(1830) PREHAB Faith House-ESG	\$74,899	\$0	\$0	\$0	NA
(1830) U-Mom	\$0	\$98,278	\$98,278	\$0	-100%
(1842) CDBG-R	\$1,698	\$60,000	\$44,314	\$60,000	0%
(1842) CDBG-R Visual Improv	\$53,207	\$0	\$0	\$0	NA
(1842) CDBG-R Floralcroft Neigh	\$1,119	\$0	\$0	\$0	NA
(1842) CDBG-R Public Hous Lamar H	\$49,532	\$0	\$0	\$0	NA
(1842) Homeless Prevention HPRP	\$359,178	\$0	\$0	\$0	NA
(2500) Community Housing	\$1,584,974	\$12,609,126	\$12,609,126	\$12,700,110	1%
Total - Comm. Partnerships	\$7,938,823	\$24,267,218	\$17,844,697	\$18,691,485	-23%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,270,525	\$3,204,568	\$3,239,568	\$3,171,987	-1%
Supplies and Contracts	\$6,090,341	\$20,798,280	\$14,340,759	\$15,181,185	-27%
Internal Premiums	\$95,829	\$96,027	\$96,027	\$101,093	5%
Internal Service Charges	\$30,045	\$30,822	\$30,822	\$27,220	-12%
Operating Capital	\$47,603	\$224,126	\$224,126	\$210,000	-6%
Work Order Credits	(\$595,520)	(\$86,605)	(\$86,605)		
Total - Comm. Partnerships	\$7,938,823	\$24,267,218	\$17,844,697	\$18,691,485	-23%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Community Revitalization	2	3	2	2	-33%
(1320) CDBG Programs	8.75	8.75	8.75	8.75	0%
(2500) Community Housing	24	24	25	25	4%
Total -Comm. Partnerships	34.75	35.75	35.75	35.75	0%

BUDGET SUMMARY BY DEPARTMENT
Community Dev Admin



COMMUNITY DEV ADMIN

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) CD Deputy City Manager	\$193,523	\$186,405	\$186,095	\$205,473	10%
Total - Community Dev Admin	\$193,523	\$186,405	\$186,095	\$205,473	10%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$189,618	\$199,681	\$199,681	\$197,358	-1%
Supplies and Contracts	\$2,130	\$6,194	\$5,884	\$6,194	0%
Internal Premiums	\$1,602	\$1,075	\$1,075	\$1,728	61%
Internal Service Charges	\$173	\$170	\$170	\$193	14%
Work Order Credits		(\$20,715)	(\$20,715)		
Total - Community Dev Admin	\$193,523	\$186,405	\$186,095	\$205,473	10%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) CD Deputy City Manager	1	1	1	1	0%
Total -Community Dev Admin	1	1	1	1	0%



BUDGET SUMMARY BY DEPARTMENT

Code Compliance

CODE COMPLIANCE

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Code Compliance	\$1,354,424	\$1,295,976	\$1,291,146	\$1,256,396	-3%
(1000) Neighborhood Partnership	\$469,600	\$455,321	\$453,681	\$222,099	-51%
Total - Code Compliance	\$1,824,024	\$1,751,297	\$1,744,827	\$1,478,495	-16%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$1,662,994	\$1,760,897	\$1,760,897	\$1,592,991	-10%
Supplies and Contracts	\$68,862	\$83,909	\$77,439	\$80,126	-5%
Internal Premiums	\$38,412	\$30,839	\$30,839	\$31,984	4%
Internal Service Charges	\$53,756	\$52,517	\$52,517	\$56,163	7%
Work Order Credits		(\$176,865)	(\$176,865)	(\$282,769)	60%
Total - Code Compliance	\$1,824,024	\$1,751,297	\$1,744,827	\$1,478,495	-16%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Code Compliance	19	19	16	16	-16%
(1000) Neighborhood Partnership	4	5.5	2	2	-64%
Total -Code Compliance	23	24.5	18	18	-27%

BUDGET SUMMARY BY DEPARTMENT
Non-Departmental



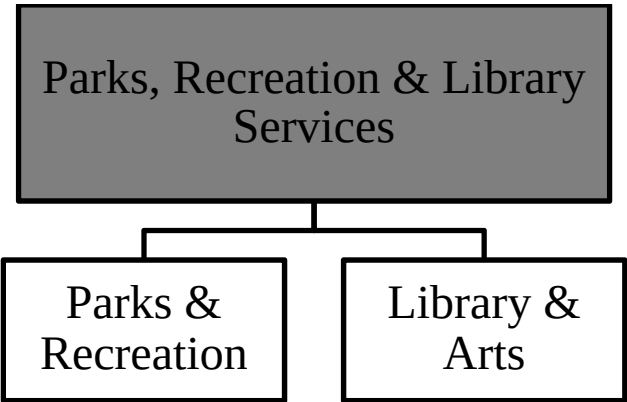
NON-DEPARTMENTAL

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Fund 1000 Non-Dept	\$543,453	\$765,358	\$6,762,632	\$644,720	-16%
Total - Non-Departmental	\$543,453	\$765,358	\$6,762,632	\$644,720	-16%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$410,461	\$315,000	\$4,104,423	\$265,000	-16%
Supplies and Contracts	\$132,992	\$450,358	\$2,658,209	\$379,720	-16%
Total - Non-Departmental	\$543,453	\$765,358	\$6,762,632	\$644,720	-16%



MISSION AND PERFORMANCE MEASURES
Parks, Recreation & Library Services



PARKS, RECREATION & LIBRARY SERVICES
Erik Strunk

Mission Statement:

The mission of the Parks, Recreation and Library Services Department is to provide safe, high quality parks, open space and recreational facilities and access to literature, information, technology, public arts and culture, and educational and life-enhancing materials and services.

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 all public parks, open spaces, trails, rights-of-way, aquatic and recreational facilities located throughout the community. The public library system serves the needs of Glendale citizens by providing services, programming, books, 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 2013

GOALS	
Goal	Implement new technology strategies to increase efficiency, service and responsiveness to the community.
Related Council Goal	One community with high quality services for citizens.
Activities	• Staff will collaborate with Maricopa County Library District and the Polaris vendor to migrate from the city's current Horizon Integrated Library System (ILS) to the Polaris ILS. • Staff will implement a new Radio Frequency Identification (RFID) circulation system. • The Library will purchase new mobile electronic devices for e-book downloads and accompanying policies regarding their use.

MISSION AND PERFORMANCE MEASURES
Parks, Recreation & Library Services



Expected Outcomes (Perf. Measures)	• A new Polaris ILS will provide citizens with a more intuitive catalog interface which equates to increased ease of use through features that improve searching capabilities, more seamless access to e-Books, and optimized catalog enhancements for mobile device users. • Utilizing RFID will promote department efficiency and better meet customer service needs of patrons and staff. It will result in more staff time available to provide direct assistance to library patrons, and enables staff to work more efficiently. • The use of the new mobile electronic devices will be heavily monitored (quantitatively and qualitatively) to determine whether the Glendale public library system should devote more resources to digital downloads.
Time Commitment	The time commitment to migrate to Polaris equates to a minimum of 6 months and implementing RFID system-wide will require at least 4 months once tagging equipment and tags are received. The use and assessment of new mobile electronic devices will occur over the entire fiscal year.
Expected Challenges	• Challenges will be in getting patrons accustomed to accessing the new Polaris online catalog and staff will need to be trained and will encounter a steep learning curve in the different modules of Polaris in order to do their jobs effectively and efficiently. • Due to limited staffing levels and the time commitment involved in placing RFID tags in 451,151 items system-wide the short implementation time frame will be a challenge. • Once checked-out, receiving back the electronic mobile devices in sound working order will be a challenge.
Goal	Reduce windshield time (time spent driving in city vehicle) for Parks Maintenance front line staff and reduce fuel consumption.
Related Council Goal	One community that is fiscally sound by setting goals that conservatively reflect the fiscal limitations of the current economic environment.
Activities	• Parks Maintenance staff will reduce driving time to and from facilities and projects by utilizing more direct routes. • Crews will be relocated to a satellite maintenance campus that is conducive to less driving time and geographically appropriate. • When possible, staff will use fewer vehicles when conducting routine business.
Expected Outcomes (Perf. Measures)	• Reduce FY13 fuel consumption by 7% • Reduce FY13 staff window time by 10% • Reduce preventive maintenance on vehicles by 20%
Time Commitment	The entire FY13.



MISSION AND PERFORMANCE MEASURES
Parks, Recreation & Library Services

Expected Challenges	• Staff reduction will decrease opportunities for vehicle partnering. • Unexpected vehicle breakdowns will affect operating and maintenance costs. • Increased fuel costs.
Goal	To continue providing the highest levels of arts and cultural experiences to the residents of Glendale.
Related Council Goal	One community with high quality services for citizens by continuing to apply the organizational creativity and commitment to innovation.
Activities	• Continue to seek partnerships to maximize public access to arts-related activities. • Seek new and innovative ways to offer citizens of Glendale cultural arts experiences that are cost-conscious yet of the highest quality. • Continue to provide new and innovative arts educational opportunities and programs to the citizens of Glendale. Manage and maintain the municipal art collection.
Expected Outcomes (Perf. Measures)	• Offer at least 2 arts-related experiences during the city's signature events in partnership with special events. • Enter into "art-loan" programs with at least two of the four colleges and universities located in the Glendale region. • Offer a set of summer art camp classes for youth.
Time Commitment	The entire FY13.
Expected Challenges	Ongoing budget constraints may require staff to realign priorities; a reduced work force could impact or reduce staff participation levels; and reduced CIP projects impact the commissioning of permanent public art and ongoing maintenance funding.

FISCAL YEAR 2012

Area of Innovation:

- The Library developed Facebook pages for the Youth and Adult departments, developed a "Foursquare" page, and a mobile website.
- The Library launched the "Introduction to E-Readers" program in September 2011.
- The Library implemented a new online payment system to allow patrons to pay their fines and fees by credit card. The new system provided a great convenience for patrons and has improved payment response times.
- Court ordered community service workers were used by the Parks Maintenance division to supplement staff hours missed to due to furlough, vacation, and sick time.
- Parks Maintenance staff partnered with the Utilities Department to repair an irrigation mainline at the Western Area Regional Park, which saved the department \$8,000 in contractor fees.

MISSION AND PERFORMANCE MEASURES***Parks, Recreation & Library Services***

- Parks Maintenance staff purchased two concrete grinders and will take on the responsibilities of repairing concrete in house. The estimated cost savings is well over \$50,000.

Accomplishments:

- The Library participated in a grant that provided early literacy “play stations” for each library’s youth department. The grant also allowed for “brain boxes” that parents could check out and use at home with their children; and the library developed a monthly Early Literacy Tips program in tandem with the brain boxes.
- The Folk and Heritage Festival held at Sahuaro Ranch expanded this year to include two performance stages at the Library. The event involved more than 150 performers and over 50 workshops.
- The Foothills Recreation & Aquatics Center recently completed a partnership agreement with Healthways to become a designated “Silver Sneakers” facility. The Silver Sneakers designation allows eligible Foothills participants (that are covered by health insurance plans that offer Silver Sneakers) the opportunity to enroll and participate in programs with no out of pocket costs to them.
- The Aquatics division continues to partner with Southwest Ambulance to provide free swim lessons to entry level, preschool swimmers. Southwest Ambulance provides a \$5,000 grant which serves nearly 200 children every summer.
- In FY12, the Sports and Health division hosted 22 Adult Slow Pitch and 33 Youth Fast Pitch Softball Tournaments for a total of 55 tournaments during the fiscal year. Tournaments were held at both Sahuaro Ranch and Paseo Sports Complexes. The 55 tournaments had over 750 teams with approximately 50 of those teams being from outside of Arizona and more than 10,000 participants.
- The Bonsall Jet was refurbished and rededicated in December 2011. This was a combined effort between city staff and volunteers, City Council, and the Air National Guard.
- Staff secured a \$20,000 donation from Landscape Structures to replace the dilapidated “Kid Power” structure at Chaparral Park.
- A new park entry monument was installed at Sahuaro Ranch as a result of a \$40,000 award by the Glendale Arts Commission.
- The Department received a Community Challenge Grant to fund a departmental tree master plan.
- The Department was one of 15 communities across the nation to receive a grant to encourage young children how to golf. The grant consisted of \$12,000 in funds for equipment and support of the program.
- Five licensed “AM/PM Programs” were selected to participate in a child-care self-study project/grant with Association for Supportive Child Care and Department of Economic Services. At the completion of the grant project, each site will be awarded \$4,000 to purchase supplies for the program
- The Youth & Teen division conducted over 40 outreach events and activities that took place at schools, churches, businesses, and other events throughout the city.



MISSION AND PERFORMANCE MEASURES
Parks, Recreation & Library Services

GOAL UPDATES	
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.
Was the goal met?	Yes. A request for proposal (RFP) was developed and advertised to solicit interested businesses to conduct a comprehensive accessibility audit of 91 parks and city facilities. Five firms from across the country responded. A qualified firm was selected as the most responsive bidder and work will continue into FY13.
What were the Performance Measures?	Award of the RFP for the ADA Audit.
Obstacles/Challenges	There were no General Fund monies associated with this mandated project. Self-sustaining revenue funds were used.
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.
Was the goal met?	Yes.
What were the Performance Measures?	Creating an E-Book training program to introduce new users to E-Books and the related technologies. E-Book classes run twice monthly at various library locations, and have grown from basic Intro to E-Book Readers programs to include How to Download E-Books and E-Book labs.
Obstacles/Challenges	In a time of dwindling resources, challenges included dedicating staff time to provide training and allocating funding to purchase e-books.

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

MISSION AND PERFORMANCE MEASURES
Parks, Recreation & Library Services



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.

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. The update and its recommendations were subsequently shared with the Council via memo.
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.
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.



MISSION AND PERFORMANCE MEASURES
Parks, Recreation & Library Services

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, and the West Valley Cancer Connection for Community Outreach. 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.

BUDGET SUMMARY BY DEPARTMENT
Right-of-Way



RIGHT-OF-WAY

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1282) Arena - ROW Maintenance	\$25,312	\$49,966	\$49,966	\$49,966	0%
(1340) Right-of-Way Maintenance	\$2,116,833	\$2,084,123	\$2,021,494	\$2,012,694	-3%
Total - Right-of-Way	\$2,142,145	\$2,134,089	\$2,071,460	\$2,062,660	-3%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$797,009	\$828,051	\$828,051	\$858,451	4%
Supplies and Contracts	\$1,126,980	\$1,152,495	\$1,089,866	\$1,168,845	1%
Internal Premiums	\$98,802	\$97,825	\$97,825	\$81,864	-16%
Internal Service Charges	\$119,354	\$132,669	\$132,669	\$131,655	-1%
Work Order Credits		(\$76,951)	(\$76,951)	(\$178,155)	132%
Total - Right-of-Way	\$2,142,145	\$2,134,089	\$2,071,460	\$2,062,660	-3%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1340) Right-of-Way Maintenance	13	13	11	11	-15%
Total -Right-of-Way	13	13	11	11	-15%



BUDGET SUMMARY BY DEPARTMENT
Parks & Recreation

PARKS & RECREATION

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Adult Center	\$483,979	\$484,688	\$482,762	\$370,526	-24%
(1000) Aquatics	\$210,294	\$218,251	\$211,529	\$140,960	-35%
(1000) Audio/Visual	\$296	\$0	\$0	\$0	NA
(1000) Foothills Recreation Center	\$1,547,919	\$1,426,274	\$1,426,274	\$1,378,645	-3%
(1000) Glendale Community Center	\$134,598	\$129,873	\$129,188	\$72,358	-44%
(1000) Historic Sahuaro Ranch	\$246,225	\$231,126	\$230,244	\$92,862	-60%
(1000) Marketing - Parks & Rec	\$140,554	\$139,706	\$138,790	\$0	-100%
(1000) Park Irrigation	\$235,967	\$242,779	\$240,297	\$174,568	-28%
(1000) Park Rangers	\$266,224	\$259,807	\$253,554	\$273,166	5%
(1000) Parks & Recreation Admin.	\$145,621	\$139,186	\$139,131	\$378,753	172%
(1000) Parks CIP & Planning	\$155,281	\$174,510	\$174,000	\$105,439	-40%
(1000) Parks Maintenance	\$3,453,188	\$3,208,114	\$3,103,503	\$3,363,140	5%
(1000) Pool Maintenance	\$211,873	\$187,553	\$184,761	\$175,333	-7%
(1000) Recreation Support Services	\$848,637	\$793,122	\$775,669	\$733,082	-8%
(1000) Special Events and Programs	\$65,485	\$86,276	\$85,992	\$6,258	-93%
(1000) Sports and Health	\$409,044	\$392,850	\$391,817	\$298,557	-24%
(1000) Youth and Teen	\$437,573	\$530,707	\$523,811	\$420,808	-21%
(1280) YSC - Parks & Rec	\$248,516	\$262,000	\$186,000	\$262,000	0%
(1840) Grant Approp - Parks & Rec	\$146,005	\$550,000	\$60,000	\$275,000	-50%
(1880) Adult Center Self Sustaining	\$157,953	\$117,000	\$117,000	\$117,000	0%
(1880) Aquatic Self Sustaining	\$135,508	\$90,001	\$90,001	\$90,001	0%
(1880) GESD-Reimb Division	\$13,328	\$0	\$0	\$0	NA
(1880) Glendale Community Center	\$955	\$5,000	\$5,000	\$5,000	0%
(1880) Rec Self Sust-Administration	\$17,964	\$15,360	\$15,360	\$20,360	33%
(1880) Rec Self Sust-Audio/Visual	\$754	\$0	\$0	\$0	NA
(1880) Rec Self Sust-Foothills Rec	\$308,481	\$254,893	\$254,893	\$322,199	26%
(1880) Recreation Self-Sustaining	\$0	\$15,000	\$15,000	\$0	-100%
(1880) Sports Self Sustaining	\$218,350	\$228,364	\$228,364	\$300,149	31%
(1880) SRPHA Sahuaro Ranch Hist	\$55,383	\$34,999	\$34,999	\$54,999	57%
(1880) Youth and Teen Self Sustaining	\$239,257	\$312,584	\$312,584	\$321,375	3%
(1885) Apollo Pool Repair	\$6,669	\$19,000	\$0	\$0	-100%
(1885) Cactus Pool Repair	\$30,142	\$20,000	\$18,883	\$20,000	0%
(1885) Cardinal Pool Repair	\$26,289	\$19,000	\$0	\$0	-100%
(1885) City-Wide Aquatics	\$0	\$0	\$0	\$32,000	NA
(1885) Dedicate A Tree	\$664	\$5,000	\$0	\$5,000	0%
(1885) Desert Gardens Park	\$2,489	\$7,000	\$0	\$7,000	0%
(1885) Desert Mirage Park	\$0	\$7,000	\$0	\$7,000	0%
(1885) Desert Valley Park	\$0	\$2,000	\$0	\$8,000	300%
(1885) Discovery Park	\$11,084	\$7,000	\$0	\$7,000	0%
(1885) Elsie McCarthy Pk. Maint	\$13,266	\$44,038	\$8,383	\$44,038	0%
(1885) GESD ES Ballfields	\$0	\$7,000	\$0	\$7,000	0%
(1885) Ironwood HS Light	\$0	\$5,000	\$5,000	\$5,000	0%
(1885) Ironwood Pool Repair	\$108,292	\$30,200	\$27,734	\$30,200	0%
(1885) O'Neil Park Maintenance	\$5,500	\$4,800	\$0	\$4,800	0%
Total - Parks & Recreation	\$10,739,607	\$10,707,061	\$9,870,523	\$9,929,576	-7%

BUDGET SUMMARY BY DEPARTMENT
Parks & Recreation



PARKS & RECREATION

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$6,268,479	\$6,575,527	\$6,535,375	\$6,304,326	-4%
Supplies and Contracts	\$3,770,547	\$4,014,809	\$3,218,423	\$3,966,209	-1%
Internal Premiums	\$212,253	\$193,470	\$193,470	\$205,434	6%
Internal Service Charges	\$379,209	\$369,181	\$369,181	\$360,887	-2%
Operating Capital	\$126,150				
Work Order Credits	(\$17,031)	(\$445,926)	(\$445,926)	(\$907,280)	103%
Total - Parks & Recreation	\$10,739,607	\$10,707,061	\$9,870,523	\$9,929,576	-7%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Adult Center	8	8	5	5	-38%
(1000) Aquatics	1	1			
(1000) Foothills Recreation Center	8	7.75	7	7	-10%
(1000) Glendale Community Center	2	2	1	1	-50%
(1000) Historic Sahuaro Ranch	3	3	1	1	-67%
(1000) Marketing - Parks & Rec	1.75	1.75			
(1000) Park Irrigation	3	3			
(1000) Park Rangers	3	3	3	3	0%
(1000) Parks & Recreation Admin.	2	1	4	4	300%
(1000) Parks CIP & Planning	2	2	1	1	-50%
(1000) Parks Maintenance	23	20	20	20	0%
(1000) Pool Maintenance	2	2	2	2	0%
(1000) Recreation Support Services	6	6	4	4	-33%
(1000) Special Events and Programs	1	1			
(1000) Sports and Health	5	5	4	4	-20%
(1000) Youth and Teen	6.5	6.75	4.25	4.25	-37%
(1880) Rec Self Sust-Foothills Rec	1	1	1	1	0%
(1880) Sports Self Sustaining	1	1	1	1	0%
(1880) Youth and Teen Self Sustaining	5	5	5	5	0%
Total -Parks & Recreation	84.25	80.25	63.25	63.25	-21%



BUDGET SUMMARY BY DEPARTMENT
Library & Arts

LIBRARY & ARTS

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Arts Maintenance - Admin.	\$27,304	\$30,302	\$28,914	\$329	-99%
(1000) Library	\$5,943,273	\$5,655,581	\$5,601,987	\$4,894,769	-13%
(1220) Arts Maintenance	\$47,800	\$127,787	\$127,787	\$166,090	30%
(1260) Library Book Fund	\$71,731	\$142,223	\$247,305	\$155,000	9%
(1260) Library Special Revenue	\$65,616	\$105,150	\$0	\$0	-100%
(1840) Grant Approp - Library	\$91,477	\$550,000	\$60,000	\$275,000	-50%
Total - Library & Arts	\$6,247,201	\$6,611,043	\$6,065,993	\$5,491,188	-17%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$4,797,248	\$5,135,564	\$5,107,084	\$4,347,706	-15%
Supplies and Contracts	\$1,245,980	\$1,779,023	\$1,262,453	\$1,208,264	-32%
Internal Premiums	\$147,633	\$121,746	\$121,746	\$120,519	-1%
Internal Service Charges	\$56,340	\$52,350	\$52,350	\$56,878	9%
Operating Capital				\$77,378	
Work Order Credits		(\$477,640)	(\$477,640)	(\$319,557)	-33%
Total - Library & Arts	\$6,247,201	\$6,611,043	\$6,065,993	\$5,491,188	-17%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Library	69.26	70.13	55	55	-22%
(1220) Arts Maintenance			1	1	
Total -Library & Arts	69.26	70.13	56	56	-20%

MISSION AND PERFORMANCE MEASURES
Police Services



POLICE SERVICES
Interim Police Chief Debora Black

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 2013

GOALS	
Goal	Reduce violent and property crime.
Related Council Goal	One community focused on public safety.
Activities	• Identify and arrest more repeat offenders. • Intensify partnerships with other agencies to investigate and identify persons engaged in ongoing criminal activity. • Expand application of CompStat/DDACTS program to target 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 commitment. The Glendale Police promote the community policing philosophy that seeks the active involvement of the community in the development and application of strategies to address public safety issues.
Expected Challenges	Resource limitations due to budget constraints will require even more innovative and efficient methods to control crime.
Goal	Enhance response to crime
Related Council Goal	One community focused on public safety.
Activities	Enhancing police services.



MISSION AND PERFORMANCE MEASURES

Police Services

Expected Outcomes (Perf. Measures)	Increase response times by arriving unit at Priority 1 and Priority 2 calls in 5 minutes or less by 5%. We will need to ensure proper deployment of uniformed personnel and proper distribution of resources.
Time Commitment	This goal involves an ongoing commitment to ensure that the established targets are met and maintained.
Expected Challenges	Resource limitations due to budget constraints will require even more innovative and efficient methods to control crime.

FISCAL YEAR 2012

Area of Innovation:

- Smart Policing Initiative** – Working with the Arizona State University’s Center for Violence Prevention and Community Safety, we successfully secured a grant from the Bureau of Justice Assistance that we used for community policing and the implementation of proven problem solving methods to reduce crime and disorder in our community. In September, the department received notification that grant funding has been approved to continue the Smart Policing Initiative in Glendale for an additional two years; one of only two agencies in the country to receive a second round of funding, which will allow us to expand our efforts.
- Data-Driven Approaches to Crime and Traffic Safety (DDACTS)** - DDACTS is a law enforcement operational model supported by a partnership among the Department of Transportation’s National Highway Traffic Safety Administration and two agencies of the Department of Justice: the Bureau of Justice Assistance and the National Institute of Justice. Glendale Police incorporated the DDACTS model into the existing CompStat program. DDACTS integrates location-based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve motor vehicles, the goal of DDACTS is to reduce crime, crashes, and traffic violations across the country. Glendale Police incorporated the DDACTS model into the existing CompStat program.
- Vehicle Marking** – The Police Department created a new design for marked vehicles featuring an updated look that incorporates the department’s mission to “protect and serve” as well as the department’s values: integrity, courage, excellence, dedication, respect and compassion. The design incorporates retro-reflective features, including at least four times more the reflective material than the current markings. The new design is more cost effective than the current design creating a savings of \$124 per car, or a savings of \$21,204 to mark the entire fleet of 171 marked vehicles. The savings is created by the use of a vehicle marking kit that can be installed in approximately half the time required to install the current markings.
- Computer Aided Dispatch and Records Management System (CAD/RMS) Upgrade Project** – The department secured five grants for partial funding for the replacement of the current CAD/RMS hardware and software, which are over twenty years old. Phase one of the project is beginning with on-site work. The new CAD/RMS will offer a fully integrated system and provide tools to better analyze trends, link crimes, and identify

MISSION AND PERFORMANCE MEASURES

Police Services



suspects. It will provide ready availability to volumes of information and significantly enhances our ability to provide outstanding service to our community and citizens.

Accomplishments:

- **External Partnerships** – The Police Department’s Criminal Investigations Division has expanded external partnerships by assigning a detective to the FBI’s Mortgage Fraud Task Force. Two detectives are assigned part-time to the US Secret Service Electronic Crimes Task Force. A detective is assigned to the US Marshalls Task Force while another is assigned to the DEA Task Force. The Criminal Investigations Division also shares off-site workspace with both the US Marshalls Task Force and the DEA Task Force with a single squad of investigators assigned to each facility. While assigned to the respective task forces, detectives are able to focus on crimes either occurring in or related to Glendale.
- **Crime Trend and Safety Strategies** - In October the Police Department initiated a new monthly publication in an effort to help prevent crime in the city; the “Glendale Police Crime Trends & Safety Strategies.” The publication will be issued each month to share information about a recent crime trend in Glendale and offer information on ways citizens can help to prevent these types of crimes. Each publication will also include a monthly safety tip. Copies of the new publication are available via the department webpage. The publication is formatted in such a fashion that it would potentially be an excellent handout for community meetings.

GOAL UPDATES	
Goal	Enhance response to crime.
Related Council Goal	One community focused on public safety.
Was the goal met?	No.
What were the Performance Measures?	Reduce Part I crimes by 5%.
Obstacles/Challenges	Aggravated assaults crimes were reduced by 4.4% and rapes were reduced by 4.3%, though there was not an overall reduction in Part I crimes.
Goal	Enhance community outreach.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Increase citizen contacts through increased community outreach including Coffee with a Cop, Citizens Police Academy, and the Citizen’s Advisory Committee.
Obstacles/Challenges	Staffing declines presented challenges requiring innovative approaches to enhancing community outreach.

FISCAL YEAR 2011

Area of Innovation:

- Smart Policing Initiative – Partnering with the ASU’s Center for Violence Prevention



MISSION AND PERFORMANCE MEASURES

Police Services

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.

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 a 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 than 12,000 hours of service to the department.
Obstacles/Challenges	Finding new and innovative ways to engage and involve the public.

BUDGET SUMMARY BY DEPARTMENT
Police Department



POLICE DEPARTMENT

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Central Patrol Bureau	\$10,133,990	\$10,712,033	\$10,675,151	\$10,911,821	2%
(1000) Crime Investigations	\$8,158,156	\$8,487,109	\$8,463,766	\$9,227,328	9%
(1000) Foothills Patrol Bureau	\$10,159,045	\$10,480,476	\$10,452,664	\$11,758,912	12%
(1000) PD - Communications	\$2,453,224	\$2,255,017	\$2,232,435	\$2,462,604	9%
(1000) PD - Detention	\$1,298,984	\$1,097,144	\$1,067,408	\$1,219,934	11%
(1000) PD - Emergency Management	\$737,029	\$737,610	\$708,260	\$428,621	-42%
(1000) PD - Fiscal Management	\$1,874,892	\$2,839,755	\$2,808,652	\$2,837,345	0%
(1000) PD - Special Operations	\$4,201,675	\$4,460,707	\$4,434,437	\$4,558,932	2%
(1000) PD - Tow Administration	\$45,496	\$44,128	\$44,093	\$51,693	17%
(1000) Police Administration	\$2,807,258	\$2,377,837	\$2,364,172	\$2,393,571	1%
(1000) Police Legal Services	\$30,236	\$4,467	\$3,976	\$4,185	-6%
(1000) Police Personnel Management	\$2,243,270	\$2,232,275	\$2,229,545	\$2,114,192	-5%
(1000) Police Support Services	\$1,636,219	\$1,330,181	\$1,326,422	\$1,396,654	5%
(1000) PS Training Ctr - Police	\$436,937	\$577,227	\$577,227	\$581,875	1%
(1281) PD - BCS Event	\$297,989	\$0	\$0	\$0	NA
(1281) PD - Fiesta Bowl Event	\$308,906	\$401,268	\$401,268	\$401,268	0%
(1281) Stadium - PD Event Staffing	\$1,316,787	\$1,343,947	\$1,343,947	\$1,342,031	0%
(1282) Arena-PD Event Staffing	\$365,167	\$838,135	\$838,135	\$839,752	0%
(1700) Patrol - Special Revenue Fund	\$9,772,978	\$14,173,737	\$11,318,444	\$14,240,490	0%
(1840) Grant Approp - Police Dept	\$1,466,782	\$4,500,000	\$1,750,000	\$3,500,000	-22%
(1840) Victim Rights - PD	\$75,997	\$104,752	\$104,752	\$93,472	-11%
(1840) VOCA	\$81,766	\$95,482	\$95,482	\$102,317	7%
(1842) JAG Recovery Act	\$0	\$740,863	\$0	\$652,566	-12%
(1842) PSSP Police OT Grant	\$25,977	\$75,000	\$50,103	\$0	-100%
(1842) Stop Violence - Women	\$67,406	\$84,742	\$17,335	\$0	-100%
(1860) Federal RICO	\$248	\$225,000	\$225,000	\$225,000	0%
(1860) State RICO	\$2,306,936	\$3,670,053	\$3,670,053	\$3,670,270	0%
(2530) PS Training Ops - Police	\$274,596	\$326,041	\$313,000	\$340,622	4%
Total - Police Department	\$62,577,946	\$74,214,986	\$67,515,727	\$75,355,455	2%

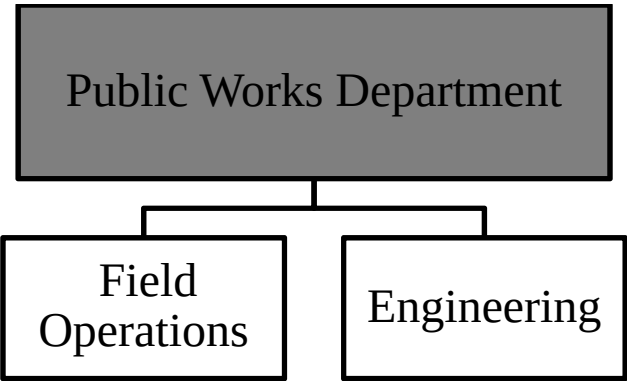


BUDGET SUMMARY BY DEPARTMENT
Police Department

POLICE DEPARTMENT

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$50,937,843	\$58,201,898	\$56,001,708	\$61,717,474	6%
Supplies and Contracts	\$7,310,753	\$14,341,705	\$10,155,677	\$12,991,040	-9%
Internal Premiums	\$2,403,323	\$2,201,890	\$2,201,890	\$2,231,701	1%
Internal Service Charges	\$1,994,737	\$2,147,695	\$1,834,654	\$2,164,327	1%
Operating Capital	\$348,551	\$429,786	\$429,786	\$427,712	0%
Work Order Credits	(\$417,261)	(\$3,107,988)	(\$3,107,988)	(\$4,176,799)	34%
Total - Police Department	\$62,577,946	\$74,214,986	\$67,515,727	\$75,355,455	2%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Central Patrol Bureau	120	118	109	109	-8%
(1000) Crime Investigations	83	85	85	85	0%
(1000) Foothills Patrol Bureau	110	115	118	118	3%
(1000) PD - Communications	32.5	30.5	30.5	30.5	0%
(1000) PD - Detention	10	9	10	10	11%
(1000) PD - Emergency Management	6	6	4	4	-33%
(1000) PD - Special Operations	38	39	35	35	-10%
(1000) PD - Tow Administration	1	1	1	1	0%
(1000) Police Administration	19	21	18	18	-14%
(1000) Police Legal Services	1				
(1000) Police Personnel Management	25	24	20	20	-17%
(1000) Police Support Services	19.5	24.5	21.5	21.5	-12%
(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	590.5	598.5	577.5	577.5	-4%



PUBLIC WORKS
Stuart Kent

Mission Statement:

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

Department Description:

Public Works provides essential services that directly impact the community and provides support to other departments within the organization. Public Works is comprised of two separate, yet interdependent departments that provide essential services to the city, they are the Field Operations and Engineering departments.

Field Operations provides 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, as well as solid waste disposal services at the Glendale Municipal Landfill and Materials Recovery Facility. Street Maintenance functions include street and concrete repair, graffiti removal, and burial services at the Glendale Memorial Cemetery. Equipment Management maintains a fleet of approximately 1,300 city vehicles in support of police, fire, streets, sanitation, utilities and other city operations that provide services 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.

Engineering ensures citizen safety and high quality of life by providing properly designed, constructed and inspected public facilities and right-of-way infrastructure. It also supports other city departments when undertaking capital improvement projects. The department oversees the city-adopted National Flood Insurance Program, which provides flood insurance to property owners protecting them against flood losses through the Community Rating System (CRS) program, and it enforces the floodplain management ordinances and annually certifies city compliance with the credited activities required to maintain a healthy CRS rating.



MISSION AND PERFORMANCE MEASURES
Public Works

FISCAL YEAR 2013

GOALS	
Goal	Implement an electronic routing system for the sanitation collection division for the purpose of increasing citywide route efficiency and productivity, while reducing overall operation & maintenance costs.
Related Council Goal	One community with high quality services for citizens.
Activities	Develop request for proposal, examine products through a competitive process, purchase new software, train staff and re-route the entire city to identify the most cost effective and efficient method for collections.
Expected Outcomes (Perf. Measures)	Reduced operations and maintenance costs on trucks, while servicing the same residential community with fewer trucks and personnel.
Time Commitment	Year long time commitment.
Expected Challenges	Finding the right routing system for our collections operation and possibly communicating an entirely new collection schedule to all Glendale residents.
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, approximately 37,000 gallons 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 users to encourage support of ongoing fleet fuel reduction initiatives.
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	Design, procure and manage engineering and construction consultant services to all city departments for the city's capital and operating projects.
Expected Outcomes (Perf. Measures)	Complete 90% of the projects with 85% and above satisfaction rating from our client departments.

MISSION AND PERFORMANCE MEASURES
Public Works



Time Commitment	Year long time commitment.
Expected Challenges	Budget and staffing reductions could impact project funding and reduce response times when working with client departments.

FISCAL YEAR 2012

Area of Innovation:

- The Landfill implemented an alternative solution for managing the landfill gas condensate (the liquid formed when warm landfill gas cools as it travels through the collection pipe system) which resulted in an annual cost savings of approximately \$50,000. Instead of paying to have this liquid hauled off-site, the condensate is re-circulated into the landfill or sprayed onto the landfill surface for dust control.
- The Sanitation division launched a new residential outreach program called “3 Feet Apart for Better Service.” This program informs residents that residential containers need to be at least three feet apart for safe, efficient collections, by placing stickers on each of the residential container lids. This message will also be permanently “hot stamped” on future container lids moving forward. In addition to the container information, a media blitz was utilized to get this message out to the community which included direct emails to HOA groups, newspaper advertisements and website information.
- Field Operations was able to leverage funding to provide roofing repairs and/or replacement to upgrade the roofs at 19 different city buildings in the last fiscal year. The list of buildings includes the Glendale Main Library, Field Operations Complex (2-buildings), Spring City, Glendale Adult Center, Velma Teague Library, Information Technology, Fire Station #155, Cholla Water Treatment Plant (3-buildings), Manistee Ranch (garage & office), Sahuaro Ranch (2-restrooms & the garage), Community Center North, Glendale Youth Center, and the Glendale Memorial Park Cemetery.
- Engineering has been working with Water Services to develop construction document and specification templates for reoccurring construction projects such as manhole rehabilitation, fire hydrant and valve replacement, and meter vault replacement. The templates will help ensure that the needs of Water Services are met and also provide clear, concise documents for bidding and construction, which is instrumental in avoiding time delays and change orders. By utilizing the templates for in-house design, the savings to the Water Services Department are twofold: first, by doing in-house design the savings can range from 10% to 20% of construction costs, and second, design time can be reduced by 50% allowing projects to move more swiftly to construction.
- Engineering is taking every opportunity to provide better services to the citizen and customers. The department is now posting the plan holder’s lists for projects that advertise for bid on the Engineering webpage. The department frequently receives calls from plan rooms and contractors wanting a copy of this list so they can see which other companies have picked up plans, especially as we get closer to the bid deadlines. Previously, the administration would fax the information out, and on the due date we could spend large amounts of time doing this. Now, the administrative office directs them to the web site and they can view or print it themselves. The lists are updated every few days or more often if there have been many changes.



MISSION AND PERFORMANCE MEASURES

Public Works

Accomplishments:

- Established a new partnership and opportunity for maintaining Landfill fund revenues by offering the city of Peoria solid waste disposal services through an Intergovernmental Agreement (IGA). The partnership is mutually beneficial to both parties in that it secures tonnage with guaranteed annual revenue for the Glendale landfill, and it provides Peoria with an alternate disposal location for greater flexibility and efficiencies while routing solid waste collection vehicles. The proposed tonnage of 5,000 to 10,000 tons delivered to the Glendale Landfill each year will provide \$125,000 in annual revenue.
- The Sanitation Inspection services division continues to revamp the educational outreach programs to keep them relevant and interesting for the public. This year, the “Recyclemania” program was expanded to include two schools and over 180 fifth graders who competed in a fun, educational contest to collect as many 1-7’s plastics as possible. Over 19,000 plastic items were collected between both schools totaling approximately 1,700 pounds of recyclable plastics that were sent to the City of Glendale Material Recovery Facility for processing.
- Facilities Maintenance was able to remodel and retrofit existing city buildings to allow for the consolidation of city staff from six different departments. By vacating staff from these areas it has provided 14,500 square feet of new marketable space, and saved the city more than \$15,000 annually in utility costs.
- During this fiscal year, the Engineering Department completed several capital projects in the areas of transportation, water services, parks and recreation services, library, housing, public safety services, streets, and flood control. The projects include: Bike overpass on 63rd Avenue @ Loop 101; multiuse paths at Skunk Creek & Bell Road; 51st and Northern Avenue intersection improvements; Sewer and manhole rehabilitation, phases I & II; The Cholla Water Treatment Plant security system; Missouri Avenue waterline replacement; Sahuaro Ranch sports complex roof replacement; tenant improvements for Lamar and Cholla Housing; Glendale Storm Water Master Plan; Northern Avenue drain overlay project; tenant improvements at Promenade of Palmaire.

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	Reduce the number of residential collection routes while servicing the same number of residential homes with fewer trucks. Implement a customer call-in system so customers can call when boxes approach full capacity (instead of automatically scheduling boxes for routine service). Both efforts reduced fuel costs, staff time and overall vehicle maintenance by driving fewer miles and maximized truck utilization while on route.
Obstacles/Challenges	None.
Goal	Increase fleet fuel efficiency.
Related Council Goal	One community that is fiscally sound.

MISSION AND PERFORMANCE MEASURES
Public Works



Was the goal met?	Yes.
What were the Performance Measures?	City wide fuel usage was down by 45,236 gallons of fuel used in comparison to FY11. This reduction in fuel usage resulted in a savings of over \$150,000.
Obstacles/Challenges	Fuel savings resulted from the procurement of newer fuel efficient vehicles; we will continue to down size vehicles as opportunities become available which will lead to further fuel reductions.
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.
Was the goal met?	In progress. On April 24, 2012, Council approved a construction agreement with Southwest Slurry Seal, Inc. in an amount not to exceed \$2,000,000. Surface treatments will be applied to 22 miles of roadways in 18 Glendale neighborhoods.
What were the Performance Measures?	Number of miles completed.
Obstacles/Challenges	The process of finalizing the pavement management report and communicating the plan to Council was important and required time. The procurement (bid & cooperative purchase), legal review and Council agenda process also required time to ensure a quality product was purchased.
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.
Was the goal met?	Yes. We completed approximately 36 projects.
What were the Performance Measures?	Completed 96% 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 city 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.
Was the goal met?	Yes.
What were the Performance Measures?	Complete 98% of plan reviews within established timelines (20 working days) and complete 99.3% of scheduled testing services inspections within 48 hrs.
Obstacles/Challenges	None.



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.
- 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.
- 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.

Accomplishments:

- Equipment Management effectively maintained the city fleet with a 20% reduction in shop staffing. Fleet vehicle availability 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.

MISSION AND PERFORMANCE MEASURES

Public Works



- 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, Lamar and Cholla Vista Housing; O’Neil Park Improvements; Fire Station Ventilation System; Multiuse Skunk Creek/Union Hill project; Main Library Lighting Study and Improvements project; 65th Ave. Maryland, Tuckey and McClellan Rd. project; Bethany Home Outfall/Storm Drain (Camelback Ave. 75th-59th Ave.).

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.
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.



BUDGET SUMMARY BY DEPARTMENT

Field Operations

FIELD OPERATIONS

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Cemetery	\$201,437	\$221,401	\$216,249	\$239,082	8%
(1000) Custodial Services	\$913,968	\$890,900	\$879,842	\$862,107	-3%
(1000) Downtown Beaut. & Promotion	\$262,297	\$242,095	\$238,148	\$152,420	-37%
(1000) Downtown Parking Garage	\$75,690	\$82,859	\$78,729	\$82,859	0%
(1000) Facilities Management	\$3,867,667	\$3,774,973	\$3,639,432	\$3,452,476	-9%
(1000) Field Operations Admin.	\$638,112	\$610,971	\$595,742	\$648,008	6%
(1000) Graffiti Removal	\$220,688	\$234,496	\$229,238	\$193,603	-17%
(1000) Manistee Ranch Maintenance	\$5,403	\$5,113	\$4,857	\$5,113	0%
(1000) Materials Control Warehouse	\$283,291	\$279,552	\$278,479	\$217,428	-22%
(1040) Equipment Management	\$3,528,954	\$3,810,623	\$3,810,623	\$3,866,686	1%
(1040) Fuel Services	\$3,401,022	\$3,303,029	\$3,303,029	\$3,303,029	0%
(1040) Parts Store Operations	\$1,326,662	\$1,820,397	\$1,820,397	\$1,822,840	0%
(1120) Equipment Replacement	\$1,857,539	\$3,029,742	\$2,582,538	\$2,795,693	-8%
(1280) YSC - Facilities Mgt.	\$46,031	\$60,000	\$60,000	\$60,000	0%
(1340) Street Cleaning	\$19,658	\$0	\$0	\$0	NA
(1340) Street Maintenance	\$2,157,952	\$2,350,017	\$2,320,529	\$1,043,221	-56%
(2440) Gas Management System	\$167,069	\$169,400	\$214,400	\$169,400	0%
(2440) Landfill	\$3,083,833	\$3,162,699	\$3,162,699	\$3,141,897	-1%
(2440) MRF Operations	\$1,581,374	\$2,021,336	\$1,865,984	\$1,840,955	-9%
(2440) Recycling	\$799,421	\$937,523	\$869,055	\$886,721	-5%
(2440) Solid Waste Admin	\$786,109	\$808,184	\$808,184	\$939,366	16%
(2480) Curb Service	\$6,633,953	\$7,548,223	\$7,548,223	\$7,410,232	-2%
(2480) Residential-Loose Trash Collec	\$2,629,358	\$2,802,234	\$2,795,495	\$2,828,556	1%
(2480) Sanitation Frontload	\$3,179,287	\$3,435,176	\$3,370,982	\$3,331,312	-3%
(2480) Sanitation Roll-off	\$701,899	\$795,098	\$763,486	\$753,209	-5%
(2530) PS Training Ops - Fac. Mgmt.	\$434,056	\$455,462	\$455,462	\$417,031	-8%
Total - Field Operations	\$38,802,730	\$42,851,503	\$41,911,802	\$40,463,244	-6%

BUDGET SUMMARY BY DEPARTMENT
Field Operations



FIELD OPERATIONS

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$13,257,160	\$14,586,444	\$14,524,551	\$13,705,649	-6%
Supplies and Contracts	\$13,853,694	\$14,561,976	\$14,055,059	\$14,272,575	-2%
Internal Premiums	\$723,675	\$706,754	\$706,754	\$603,747	-15%
Internal Service Charges	\$9,188,749	\$10,668,934	\$10,745,247	\$10,774,907	1%
Operating Capital	\$1,780,592	\$2,954,742	\$2,507,538	\$2,750,693	-7%
Work Order Credits	(\$1,140)	(\$627,347)	(\$627,347)	(\$1,644,327)	162%
Total - Field Operations	\$38,802,730	\$42,851,503	\$41,911,802	\$40,463,244	-6%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Cemetery	2	2	2	2	0%
(1000) Custodial Services	18	15	13	13	-13%
(1000) Downtown Beaut. & Promotion	4	4	2	2	-50%
(1000) Facilities Management	17	16	10	10	-38%
(1000) Field Operations Admin.	2	2	2	2	0%
(1000) Graffiti Removal	3	3	2	2	-33%
(1000) Materials Control Warehouse	4.75	4.75	3.75	3.75	-21%
(1040) Equipment Management	36	33	33	33	0%
(1040) Parts Store Operations	1	1	1	1	0%
(1340) Street Maintenance	28	27	5	5	-81%
(2440) Landfill	19	19	16	16	-16%
(2440) MRF Operations	11	11	8	8	-27%
(2440) Recycling	6	6	6	6	0%
(2440) Solid Waste Admin	8	8	9	9	13%
(2480) Curb Service	40	40	37	37	-8%
(2480) Residential-Loose Trash Collec	21	21	21	21	0%
(2480) Sanitation Frontload	15	15	14	14	-7%
(2480) Sanitation Roll-off	4	3	2	2	-33%
(2530) PS Training Ops - Fac. Mgmt.	2	4	3	3	-25%
Total -Field Operations	241.75	234.75	189.75	189.75	-19%



BUDGET SUMMARY BY DEPARTMENT

Engineering

ENGINEERING

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) BofA Bank Building	\$238,515	\$256,579	\$243,750	\$256,579	0%
(1000) Construction Inspection	\$350,707	\$412,707	\$410,112	\$413,204	0%
(1000) Design Division	\$284,220	\$229,987	\$228,249	\$26,900	-88%
(1000) Engineering Administration	\$621,151	\$584,296	\$583,022	\$239,119	-59%
(1000) Land Development Division	\$310,766	\$306,881	\$305,859	\$332,794	8%
(1000) Materials Testing	\$219,803	\$225,901	\$223,686	\$231,379	2%
(1000) Promenade at Palmaire	\$61,122	\$56,400	\$53,580	\$56,400	0%
(1000) Utility Inspection	\$85,638	\$13,622	\$13,130	\$0	-100%
Total - Engineering	\$2,171,922	\$2,086,373	\$2,061,388	\$1,556,375	-25%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,258,506	\$2,417,716	\$2,417,778	\$2,294,367	-5%
Supplies and Contracts	\$379,836	\$438,538	\$413,491	\$400,182	-9%
Internal Premiums	\$77,481	\$61,181	\$61,181	\$52,684	-14%
Internal Service Charges	\$53,736	\$52,357	\$52,357	\$45,127	-14%
Work Order Credits	(\$597,637)	(\$883,419)	(\$883,419)	(\$1,235,985)	40%
Total - Engineering	\$2,171,922	\$2,086,373	\$2,061,388	\$1,556,375	-25%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Construction Inspection	4	5	4	4	-20%
(1000) Design Division	9	9	6	6	-33%
(1000) Engineering Administration	5	6	3	3	-50%
(1000) Land Development Division	5	3	3	3	0%
(1000) Materials Testing	2	3	3	3	0%
(1000) Utility Inspection	2				
Total -Engineering	27	26	19	19	-27%

MISSION AND PERFORMANCE MEASURES
Technology & Innovation



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 2013

GOALS	
Goal	Complete migration of email to hosted provider.
Related Council Goal	One community that is fiscally sound.
Activities	Work with consultants to design and implement infrastructure. Test infrastructure to ensure mail and calendar information is transferred correctly. Test calendars, migrate data.
Expected Outcomes (Perf. Measures)	Transparent migration of email services to hosted provider. Reduced maintenance impact on internal staff.
Time Commitment	4 months.
Expected Challenges	Working through technical issues with relatively new product.
Goal	Implement public web-based financial expenditure and revenue reporting.
Related Council Goal	One community that is fiscally sound.
Activities	Develop application in-house. Collaborate with other departments to ensure information presented correctly.
Expected Outcomes (Perf. Measures)	Enhanced reporting capabilities for the public. Ability to search and download expenditure data based on multiple criteria.
Time Commitment	6 months.
Expected Challenges	Redacting appropriate sensitive information.
Goal	Expand Innovate Program.
Related Council Goal	One community with high quality services for citizens.
Activities	• Expand Innovate training program by offering "Lean Basics" training open to all employees. • Offer process improvement workshop for the business community. • Develop a management steering committee to help increase the number of internal projects. • Conduct internal Lean events throughout the organization.



MISSION AND PERFORMANCE MEASURES

Technology & Innovation

Activities (Con't)	Share program information with other communities in the region to assist in developing a "Lean Government" community.
Expected Outcomes (Perf. Measures)	- Provide training to 5% of the employee base. - Present at least one community workshop. - Establish steering committee with quarterly reviews/updates. - Conduct at least 10 new internal projects. - Seek opportunities to present program information to the region.
Time Commitment	12 months.
Expected Challenges	Increasing employee engagement at all levels.

FISCAL YEAR 2012

Area of Innovation:

- The city stopped using the software that was used to send out bulletins. Free replacement software was identified by staff and implemented, which saved the city approximately \$30,000 in annual maintenance.
- IT was able to remove an item from the Capital Improvement Plan by re-engineering the city's geographic information system's infrastructure and taking advantage of technology that was unable to be used in the past. This resulted in a savings of approximately \$350,000.

Accomplishments:

- IT, Budget, and Finance staff collaborated on the PeopleSoft Financials upgrade, which was completed without the use of consultants.
- Partnered with several departments on the implementation of call center software.

GOAL UPDATES	
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.
Was the goal met?	Project is underway, estimated 18 month completion.
What were the Performance Measures?	Council approved the contract for the selected vendor on October 25, 2011. A project plan has been developed and the project is currently on target.
Obstacles/Challenges	Hiring qualified technology staff is a major hurdle.
Goal	Develop 2013-2017 Information Technology Strategic Plan.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	No.
What were the Performance Measures?	Plan development.
Obstacles/Challenges	Competing project priorities and lack of funding for technology projects.

MISSION AND PERFORMANCE MEASURES
Technology & Innovation



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	There were not any obstacles or changes.



BUDGET SUMMARY BY DEPARTMENT
Info. Technology

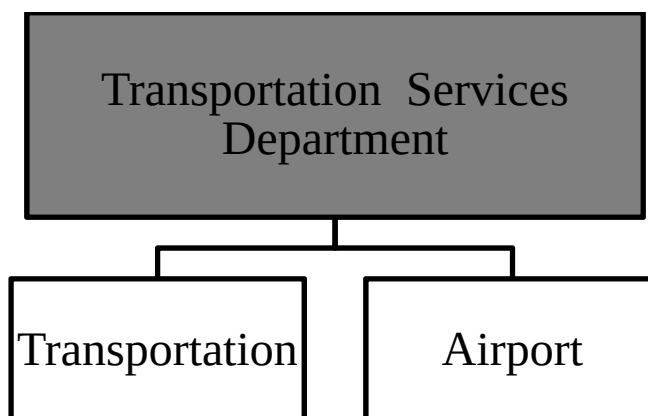
INFO. TECHNOLOGY

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Information Technology	\$2,986,696	\$2,757,188	\$2,753,400	\$3,495,158	27%
(1100) Telephones	\$792,263	\$979,324	\$979,324	\$981,990	0%
(1140) Technology Replacement	\$1,405,989	\$3,511,584	\$2,016,559	\$3,166,124	-10%
Total - Info. Technology	\$5,184,948	\$7,248,096	\$5,749,283	\$7,643,272	5%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$2,436,297	\$2,553,253	\$2,555,608	\$2,789,284	9%
Supplies and Contracts	\$2,007,662	\$3,609,721	\$2,472,543	\$3,111,318	-14%
Internal Premiums	\$638,879	\$499,863	\$499,863	\$725,596	45%
Internal Service Charges	\$14,757	\$14,108	\$14,108	\$17,228	22%
Operating Capital	\$87,353	\$803,687	\$439,697	\$999,846	24%
Work Order Credits		(\$232,536)	(\$232,536)		
Total - Info. Technology	\$5,184,948	\$7,248,096	\$5,749,283	\$7,643,272	5%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Information Technology	25	25	28	28	12%
(1100) Telephones	1	1	1	1	0%
(1140) Technology Replacement	1	1	1	1	0%
Total -Info. Technology	27	27	30	30	11%

MISSION AND PERFORMANCE MEASURES
Transportation Services



TRANSPORTATION SERVICES
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 2013

GOALS	
Goal	Successfully coordinate completion of design and construction of regional roadway projects.
Related Council Goal	One community with quality economic development.
Activities	- Coordinate completion of Northern Parkway construction from Sarival Avenue to Dysart Road (scheduled for completion by spring 2013), and initiate final design of the parkway from Dysart Road to 111th Avenue. - Ensure construction is underway on Grand Avenue, between 43rd and 71st avenues (construction to begin in summer 2012, with completion in FY 2014).
Expected Outcomes (Perf. Measures)	Agreements for ongoing operations 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, multiyear projects requiring coordination between state, regional and local agencies with competing priorities.



MISSION AND PERFORMANCE MEASURES
Transportation Services

Goal	To complete the Glendale Corridor Planning Study for high-capacity transit/light rail. Secure funding for an alternatives analysis of a preferred alignment in Glendale. Ensure that a Glendale Corridor remains within the life cycle of Proposition 400.
Related Council Goal	One community with quality economic development. One community with a vibrant city center.
Activities	Coordinate with Metro Rail and the City of Phoenix to secure regional and/or federal funds for an alternatives analysis that would be submitted to the Federal Transit Administration.
Expected Outcomes (Perf. Measures)	Completion of the Glendale Corridor Planning Study and securing regional and/or federal funds for an alternatives analysis.
Time Commitment	An alternatives analysis may take up to three years to complete.
Expected Challenges	Securing funding through the regional process at Metro Rail, Maricopa Association of Governments (MAG) and federal appropriations in a future transportation Bill.

FISCAL YEAR 2012

Area of Innovation:

- Transportation Services staff created an electronic barricade permit that could be issued directly to contractors working on city streets. The electronic permit replaces the paper permit that required contractors to travel to city hall to pick up the permit. Applications for permits are now approved and sent electronically. This resulted in a significant time savings for contractors since work on city streets usually requires multiple barricade permits.

Accomplishments:

- Construction of Northern Parkway, from Sarival Avenue to Dysart Road, is underway.
- Design of Grand Avenue is complete and right-of-way acquisitions for the project are in the final stages.
- Glendale's preferred enhancements in the Intelligent Transportation System and landscape infrastructure have been incorporated into the Arizona Department of Transportation's (ADOT) Loop 303 design and schedule for construction in Summer 2012.
- Secured complete funding for the Maryland direct High Occupancy Vehicle ramps at Loop 101.

GOAL UPDATES

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.

MISSION AND PERFORMANCE MEASURES
Transportation Services



Was the goal met?	In progress. The Loop 303 project design is complete and construction will soon be underway. The Northern Parkway project design, between Sarival and Dysart, is complete and construction is currently underway.
What were the Performance Measures?	Project development milestones.
Obstacles/Challenges	Challenges include interagency coordination and maintaining the funding secured toward these projects.
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.
Was the goal met?	In progress. Two projects have been completed; four projects are under design; three projects are under construction; and one project is yet to be advertised for bids by ADOT.
What were the Performance Measures?	Implement the design of all projects—completed. For as many projects as possible, within a one-year timeframe, either advertise for bids to start construction or implement ADOT equipment procurement process.
Obstacles/Challenges	Working through ADOT’s policies and procedures to either bid projects or to purchase equipment. Also need to adhere to federal requirements.

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 events. In FY 2011, the electronic message signs were used to display 250 messages for a total of 1,286 hours.

Accomplishments:

- Over \$48.7 million in funding 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.



MISSION AND PERFORMANCE MEASURES
Transportation Services

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 to 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.

BUDGET SUMMARY BY DEPARTMENT
Transportation



TRANSPORTATION

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1281) Stadium - Transportation Ops.	\$592,861	\$645,734	\$245,734	\$645,734	0%
(1281) Transp - Fiesta Bowl Event	\$74,165	\$79,942	\$79,942	\$79,942	0%
(1282) Arena - Transportation Ops.	\$15,000	\$15,000	\$15,000	\$15,000	0%
(1340) Signs & Markings	\$675,864	\$646,465	\$635,324	\$677,854	5%
(1340) Street Light Management	\$1,595,630	\$1,403,390	\$1,333,435	\$1,408,390	0%
(1340) Traffic Design and Development	\$296,318	\$290,717	\$290,332	\$178,043	-39%
(1340) Traffic Signals	\$809,407	\$800,256	\$780,775	\$807,393	1%
(1340) Traffic Studies	\$327,547	\$345,690	\$344,965	\$385,951	12%
(1340) Transportation Administration	\$332,524	\$296,918	\$296,299	\$228,796	-23%
(1650) Grant Approp - Transportation	\$0	\$768,765	\$0	\$0	-100%
(1650) HSIP Ped Countdown Signals	\$0	\$0	\$19,659	\$35,541	NA
(1650) JARC - GUS 1 & 2	\$299,602	\$0	\$152,672	\$212,971	NA
(1650) JARC - Route 60	\$0	\$0	\$260,582	\$118,466	NA
(1650) New Freedom - GUS 3	\$103,340	\$0	\$60,144	\$44,670	NA
(1650) New Freedom-Bus Buddies BAG IT	\$54,716	\$0	\$26,407	\$45,172	NA
(1650) New Freedom-Taxi Subsidy Prog.	\$99,913	\$0	\$51,470	\$0	NA
(1660) Demand Management	\$22,775	\$42,000	\$42,000	\$42,000	0%
(1660) Dial-A-Ride	\$2,260,161	\$2,449,479	\$2,551,025	\$2,499,516	2%
(1660) Fixed Route	\$3,610,747	\$5,175,488	\$5,073,942	\$5,133,488	-1%
(1660) Intelligent Transportation Sys	\$467,380	\$600,342	\$600,342	\$613,532	2%
(1660) Traffic Mitigation	\$84,005	\$580,336	\$480,336	\$432,681	-25%
(1660) Transit Management	\$286,768	\$339,875	\$339,875	\$350,442	3%
(1660) Transportation CIP O&M	\$136,916	\$113,893	\$113,893	\$113,893	0%
(1660) Transportation Education	\$171,535	\$226,075	\$226,075	\$229,122	1%
(1660) Transportation Program Mgmt	\$2,248,365	\$2,313,072	\$2,313,072	\$2,407,844	4%
(1842) Old Roma Alley ARRA Grant	\$305,319	\$0	\$0	\$0	NA
Total - Transportation	\$14,870,858	\$17,133,437	\$16,333,300	\$16,706,441	-2%



BUDGET SUMMARY BY DEPARTMENT

Transportation

TRANSPORTATION

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$5,072,814	\$5,871,007	\$5,864,059	\$5,794,537	-1%
Supplies and Contracts	\$7,346,336	\$9,495,660	\$8,537,953	\$9,056,112	-5%
Internal Premiums	\$418,673	\$404,534	\$404,534	\$457,140	13%
Internal Service Charges	\$1,763,130	\$1,741,584	\$1,906,102	\$1,863,663	7%
Operating Capital	\$277,514				
Work Order Credits	(\$7,609)	(\$379,348)	(\$379,348)	(\$465,011)	23%
Total - Transportation	\$14,870,858	\$17,133,437	\$16,333,300	\$16,706,441	-2%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1340) Signs & Markings	8	8	7	7	-13%
(1340) Traffic Design and Development	3	3	2	2	-33%
(1340) Traffic Signals	7	7	5	5	-29%
(1340) Traffic Studies	4	4	4	4	0%
(1340) Transportation Administration	4	3	2	2	-33%
(1660) Dial-A-Ride	34.25	34.25	34.25	34.25	0%
(1660) Intelligent Transportation Sys	4	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	5	5	5	5	0%
Total -Transportation	75.25	74.25	69.25	69.25	-7%

BUDGET SUMMARY BY DEPARTMENT
Airport



AIRPORT

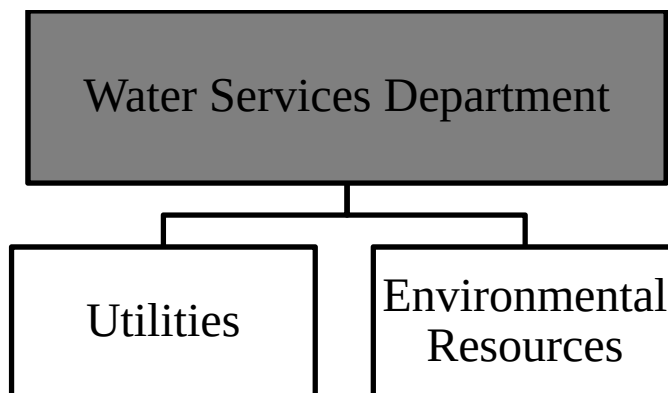
FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1760) Airport Operations	\$523,990	\$527,326	\$527,326	\$600,451	14%
Total - Airport	\$523,990	\$527,326	\$527,326	\$600,451	14%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$324,167	\$317,908	\$317,908	\$384,127	21%
Supplies and Contracts	\$135,930	\$147,941	\$147,941	\$126,211	-15%
Internal Premiums	\$30,015	\$38,218	\$38,218	\$58,463	53%
Internal Service Charges	\$33,878	\$30,365	\$30,365	\$31,650	4%
Work Order Credits		(\$7,106)	(\$7,106)		
Total - Airport	\$523,990	\$527,326	\$527,326	\$600,451	14%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1760) Airport Operations	5	5	6	6	20%
Total -Airport	5	5	6	6	20%



MISSION AND PERFORMANCE MEASURES
Water Services



WATER SERVICES

Craig Johnson

Mission Statement:

Glendale Water Services Department provides customers with safe, reliable, high quality water and wastewater services to ensure public health and the vitality of our community.

Department Description:

The Water Services Department serves more than 225,000 people within the city of Glendale. The Department is responsible for treating and distributing drinking water that meets all federal and state water quality standards, collecting and treating the city's wastewater in compliance with all regulatory requirements, operating and maintaining the storm water system, 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, and operates solely on funds from rates and service charges and fees. In accordance with city policy, these funds are administered in an enterprise account.

FISCAL YEAR 2013

GOALS	
Goal	Successful completion of the Ad-hoc Citizen Task Force on Water and Sewer by achieving the desired outcome of developing a shared understanding between the Task Force and the city on the management, sustainability, and value of water and its impact on the community by reaching consensus recommendations to ensure the well-being and quality of life of Glendale residents and businesses.
Related Council Goal	One community with high quality services for citizens.
Activities	Through 13 meetings and two facility tours the Task Force will be provided with an educational program/process covering water resources planning, water/wastewater treatment, reclaim water storage, customer service and billing, financial planning, and other pertinent topics.

MISSION AND PERFORMANCE MEASURES

Water Services



Expected Outcomes (Perf. Measures)	Based upon the education provided and through facilitated consensus building discussions the task force will provide Council with information and recommendations on the city's water and wastewater enterprise.
Time Commitment	The Task Force will meet from April through December 2012.
Expected Challenges	The city's water and sewer enterprise is very complex and it will be a challenge to ensure that the Task Force process is properly designed and implemented.
Goal	Complete the improvements to the Arrowhead Ranch Water Reclamation Facility ultraviolet (UV) disinfectant system. This project will replace the existing UV systems with energy efficient low pressure UV disinfection systems.
Related Council Goal	One community with high quality services for citizens.
Activities	In this multi-year project the design has been completed and the project will be under construction starting June 2012. The effort will entail project management and staff review of project documentation, coordination meeting participation, providing direction and decisions to the engineering consultant and contractor on as-needed basis, and testing the system prior to acceptance.
Expected Outcomes (Perf. Measures)	The project is expected to be completed by June 2013. The project will reduce operation and maintenance costs by \$100,000 annually.
Time Commitment	One year.
Expected Challenges	None, the project is on schedule.

FISCAL YEAR 2012

Area of Innovation:

- Two electrical savings projects were undertaken which have the potential for annual savings of approximately \$140,000. The first involved an internal assessment of facility electrical rates which resulted the lowering of electrical rates for six facilities. The second project pertains to APS's Peak Solutions program, an electrical load shedding program, which provides for an annual refund based on identified electrical load enrolled in the program.

Accomplishments:

- The Water Services Department won the WESTMARC Best of the West Excellence in Innovation Award for the Oasis Groundwater Treatment Plant. This esteemed award recognizes outstanding contributions to the image, lifestyle, and economic development of the West Valley.
- In addition, Water Services was honored with four prestigious awards at the 2012 Annual Arizona Water Conference. The awards included: Large Collection System of the Year, Large Distribution System of the Year, Plant Mechanic of the Year, and Water Treatment Plant Operator of the Year.



MISSION AND PERFORMANCE MEASURES

Water Services

GOAL UPDATES	
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.
Was the goal met?	Yes.
What were the Performance Measures?	All sewer manholes and sewer pipelines were rehabilitated in this project.
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?	This is a multi-year project that has completed the design phase and is scheduled to begin construction in early July 2012. Anticipated completion is June 2013.
What were the Performance Measures?	The performance measures are (1) timely completion within budget (2) Upon completion reduction in electrical and maintenance requirements.
Obstacles/Challenges	None at this time. Project is on schedule.

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.

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.

MISSION AND PERFORMANCE MEASURES
Water Services



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.



BUDGET SUMMARY BY DEPARTMENT
Env. Resources

ENV. RESOURCES

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) HazMat Incidence Response	\$21,617	\$26,845	\$21,158	\$0	-100%
(1840) Smart Landscapes	\$1,806	\$0	\$63,000	\$0	NA
(2360) Environmental Resources	\$427,841	\$537,929	\$533,108	\$555,056	3%
(2360) Water Quality	\$1,047,122	\$1,155,382	\$1,155,382	\$1,172,199	1%
(2400) Water Conservation	\$261,132	\$315,811	\$315,811	\$320,366	1%
Total - Env. Resources	\$1,759,518	\$2,035,967	\$2,088,459	\$2,047,621	1%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$1,249,940	\$1,387,136	\$1,387,136	\$1,410,886	2%
Supplies and Contracts	\$473,026	\$634,070	\$686,562	\$593,235	-6%
Internal Premiums	\$22,335	\$21,844	\$21,844	\$21,424	-2%
Internal Service Charges	\$14,217	\$21,660	\$21,660	\$22,076	2%
Work Order Credits		(\$28,743)	(\$28,743)		
Total - Env. Resources	\$1,759,518	\$2,035,967	\$2,088,459	\$2,047,621	1%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 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%

BUDGET SUMMARY BY DEPARTMENT
Utilities



UTILITIES

FUND NUMBER / BUDGET BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(2360) Arrowhead Reclamation Plant	\$2,202,163	\$2,106,685	\$2,106,685	\$2,107,164	0%
(2360) Information Management	\$936,204	\$1,071,445	\$1,071,445	\$1,086,755	1%
(2360) Property Management	\$99,066	\$87,000	\$87,000	\$87,000	0%
(2360) Public Service Representatives	\$144,416	\$221,824	\$221,824	\$284,838	28%
(2360) Safety Administration	\$110,529	\$0	\$0	\$0	NA
(2360) System Security	\$489,114	\$771,316	\$771,316	\$783,306	2%
(2360) Utilities Administration	\$6,231,267	\$6,433,504	\$6,433,504	\$6,605,952	3%
(2360) West Area Plant	\$3,104,923	\$3,560,668	\$3,560,668	\$3,681,280	3%
(2400) Central System Control	\$1,068,103	\$1,312,765	\$1,312,765	\$1,328,441	1%
(2400) Central System Maintenance	\$414,709	\$706,057	\$706,057	\$641,250	-9%
(2400) Cholla Treatment Plant	\$2,547,719	\$3,459,182	\$3,459,182	\$3,529,249	2%
(2400) Customer Service - Field	\$982,650	\$1,186,886	\$1,186,886	\$1,203,551	1%
(2400) Irrigation	\$193,119	\$195,269	\$195,269	\$189,209	-3%
(2400) Meter Maintenance	\$967,558	\$1,208,990	\$1,208,990	\$1,218,679	1%
(2400) Oasis Groundwater WTP	\$0	\$0	\$0	\$615,000	NA
(2400) Oasis Surface WTP	\$3,013,452	\$4,104,326	\$4,104,326	\$3,392,105	-17%
(2400) Pyramid Peak Plant	\$1,558,089	\$1,712,457	\$1,712,457	\$1,785,133	4%
(2400) Raw Water Usage	\$2,924,438	\$3,382,182	\$3,382,182	\$3,382,182	0%
(2400) Water Distribution	\$3,127,553	\$3,424,134	\$3,379,303	\$3,234,945	-6%
(2420) 99th Avenue Interceptor	\$125,091	\$200,000	\$200,000	\$200,000	0%
(2420) Pretreatment Program	\$386,938	\$526,731	\$526,731	\$502,157	-5%
(2420) SROG (91st Ave) Plant	\$3,059,821	\$3,700,000	\$3,700,000	\$3,700,000	0%
(2420) Storm Water	\$10,219	\$0	\$0	\$214,788	NA
(2420) Wastewater Collection	\$2,417,132	\$3,182,901	\$3,062,989	\$3,046,172	-4%
Total - Utilities	\$36,114,273	\$42,554,322	\$42,389,579	\$42,819,156	1%



BUDGET SUMMARY BY DEPARTMENT

Utilities

UTILITIES

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
Wages/Salaries/Benefits	\$11,504,257	\$13,415,240	\$13,282,213	\$13,432,031	0%
Supplies and Contracts	\$18,043,665	\$22,715,085	\$22,683,386	\$22,788,863	0%
Internal Premiums	\$1,196,456	\$1,214,903	\$1,214,903	\$1,281,225	5%
Internal Service Charges	\$5,320,917	\$5,440,756	\$5,440,739	\$5,287,037	-3%
Operating Capital	\$48,978	\$23,687	\$23,687	\$30,000	27%
Work Order Credits		(\$255,349)	(\$255,349)		
Total - Utilities	\$36,114,273	\$42,554,322	\$42,389,579	\$42,819,156	1%

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(2360) Arrowhead Reclamation Plant	13	13	12	12	-8%
(2360) Information Management	6	6	6	6	0%
(2360) Public Service Representatives	4	3	4	4	33%
(2360) Safety Administration	1				
(2360) System Security	8	10	10	10	0%
(2360) Utilities Administration	10	10	12	12	20%
(2360) West Area Plant	14	14	15	15	7%
(2400) Central System Control	9	9	9	9	0%
(2400) Central System Maintenance	6	6	5	5	-17%
(2400) Cholla Treatment Plant	9	8	9	9	13%
(2400) Customer Service - Field	15	16	16	16	0%
(2400) Irrigation	1	1	1	1	0%
(2400) Meter Maintenance	11	11	11	11	0%
(2400) Oasis Surface WTP	15	15	14	14	-7%
(2400) Pyramid Peak Plant	10	11	11	11	0%
(2400) Water Distribution	30	29	26	26	-10%
(2420) Pretreatment Program	6	6	6	6	0%
(2420) Storm Water			3	3	
(2420) Wastewater Collection	19	19	17	17	-11%
Total -Utilities	187	187	187	187	0%



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Capital Improvement Plan

Annual Budget, 2012-2013



CIP TABLE OF CONTENTS

	<u>Page</u>
Table of Contents	259
Introduction	261
Financing the CIP	266
Impact of the CIP on the Operating Budget	283
Summary by Type of Project	285
Summary of All Capital Projects by Funding Type	286
FUND SUMMARIES	
BOND CONSTRUCTION FUNDS	287
Street/Parking	288
1980 – Street/Parking Bonds	289
Open Space & Trails	292
2140 – Open Space/Trails Construction	293
Parks	298
2060 – Parks Construction	299
Library	309
2160 – Library Construction	310
Public Safety	312
2040 – Public Safety Construction	313
Government Facilities	319
2080 – Government Facilities Construction	320
Cultural Facilities/Historical Preservation	325
2130 – Cultural Facility Construction	326
Economic Development	328
2100 – Economic Development Construction	329
Flood Control	332
2180 – Flood Control Construction	333
DEVELOPMENT IMPACT FEE FUNDS	339
Roadway Improvements	340
1600 – DIF – Roadway Improvements	341
Open Space	343
1520 – DIF – Citywide Open Space	344

2013-2022 CAPITAL IMPROVEMENT PLAN
Table of Contents



	<u>Page</u>
Parks & Recreation	346
1460 – DIF – Citywide Parks	347
1480 – DIF – Citywide Rec Facility	348
1540 – DIF – Park Dev Zone 1	349
1560 – DIF – Park Dev Zone 2	350
1580 – DIF – Park Dev Zone 3	352
Library	353
1380 – DIF – Library Buildings	354
1500 – DIF – Libraries	355
Public Safety	357
1440 – DIF-Police Dept Facilities	358
1420 – DIF-Fire Protection Facilities	359
General Government	360
1620 – DIF – General Government	361
ENTERPRISE AND OTHER FUNDS	362
Water & Sewer	363
2360 – Water & Sewer	364
2400 – Water	369
2420 – Sewer	380
Transportation	388
2210 – Transportation Construction	389
2000 – HURF/Street Bonds	399
1340 – HURF/Streets Fund	401
1650 – Transportation Grants	402
Sanitation	407
2480 – Sanitation	408
Landfill	410
2440 – Landfill	411
Airport Capital Grants	418
2120 – Airport Capital Grants	419
Other Capital Project Funds	423
1840 – Other Federal and State Grants	424
1000 – General Fund	425
1283 – Camelback Ranch Events	428
1740 – Civic Center	429
2150 – Technology Infrastructure	432
1220 – Arts Commission	436



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 2002 include the following:

2013-2022 CAPITAL IMPROVEMENT PLAN**Introduction**

2012	Sales Tax System
2012	Union Hills/Skunk Creek Path
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 – 59 th Avenue and 67 th 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 99 th 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	99 th 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

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

2013-2022 CAPITAL IMPROVEMENT PLAN

Introduction



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 Financial Services Department and Public Works 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 five years of the plan are financially balanced. This means the plan

- complies with the state's constitutional debt limits;
- complies with the available voter authorization required for municipal bonds;
- balances the use of incoming revenue streams with the use of fund balance, while maintaining a fund balance that exceeds the required minimum of 10% of next 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 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. The DMP was updated in early FY 2012 and presented to City Council in January 2012. 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 ensure stable credit ratings.

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.

2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP



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, many transportation-related projects and professional sports-related facilities such as the Jobing.com Arena, home of the Phoenix Coyotes, and Camelback Ranch, spring training home of the Chicago White Sox and the Los Angeles Dodgers. 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.



2013-2022 CAPITAL IMPROVEMENT PLAN
Financing the CIP

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, 2011. 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	\$78,813	20% Limitation ^{1,2}	\$262,712
Less Direct Bonded Debt to be Outstanding	<u>\$16,949</u>	Less Direct Bonded Debt to be Outstanding	<u>\$184,731</u>
Unused 6% Borrowing Capacity	<u>\$61,864</u>	Unused 20% Borrowing Capacity	<u>\$77,981</u>

¹ Based on 2012 secondary assessed value of \$1,313,557,625

² Public safety, streets/parking and transportation facilities debt prior to Prop. 104 is included in the 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 2013 secondary assessed valuation figure in Table 2-2 shows a 12.5% decline in secondary assessed valuation from the prior FY and reflects the 2010 real estate market. The FY 2013 valuation figure is the final figure from the Maricopa County Assessor's Office. The FY 2014 figure reflects an additional 8.2% decline from FY 2013 and is a projection based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2012.

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 52.5% over five 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 49.2% since 2009.

2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP



These declines in secondary assessed valuation result in lower debt limitation figures (column A) in FY 2013 through FY 2017 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
(All Dollar 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 2013	\$1,149,265	\$68,956	\$229,853	\$12,634	\$172,861	\$56,322	\$56,992
FY 2014	\$1,055,429	\$63,326	\$211,086	\$8,194	\$160,451	\$55,131	\$50,635
FY 2015	\$1,055,429	\$63,326	\$211,086	\$2,880	\$149,425	\$60,446	\$61,661
FY 2016	\$1,097,646	\$65,859	\$219,529	\$0	\$132,235	\$65,859	\$87,294
FY 2017	\$1,141,552	\$68,493	\$228,310	\$0	\$113,760	\$68,493	\$114,550

¹FY 2013 figure reflects actual secondary assessed valuation.

²Outstanding 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 20.1% increase from FY 2008 and on top of a 33.3% 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 29.0% of the total, residential comprising 66.8% and the remaining 4.2% 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 2.9% decline from the prior FY. The FY 2010 valuation reflected the 2007 real estate market when property valuations began to slip. Commercial properties comprised 33.6% of the FY 2010 total, residential property comprised 61.8% and the remaining 4.6% 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, a 17.7% decline from the prior FY. The FY 2011 valuation reflected the 2008 real estate market when property valuations tumbled downward at an accelerated pace.

Glendale's secondary assessed valuation in FY 2012 was approximately \$1.3 billion, representing a 25.1% decline from the FY 2011 secondary assessed value. The FY 2012 valuation reflects the 2009 real estate market when property values experienced the most significant plunge.



2013-2022 CAPITAL IMPROVEMENT PLAN

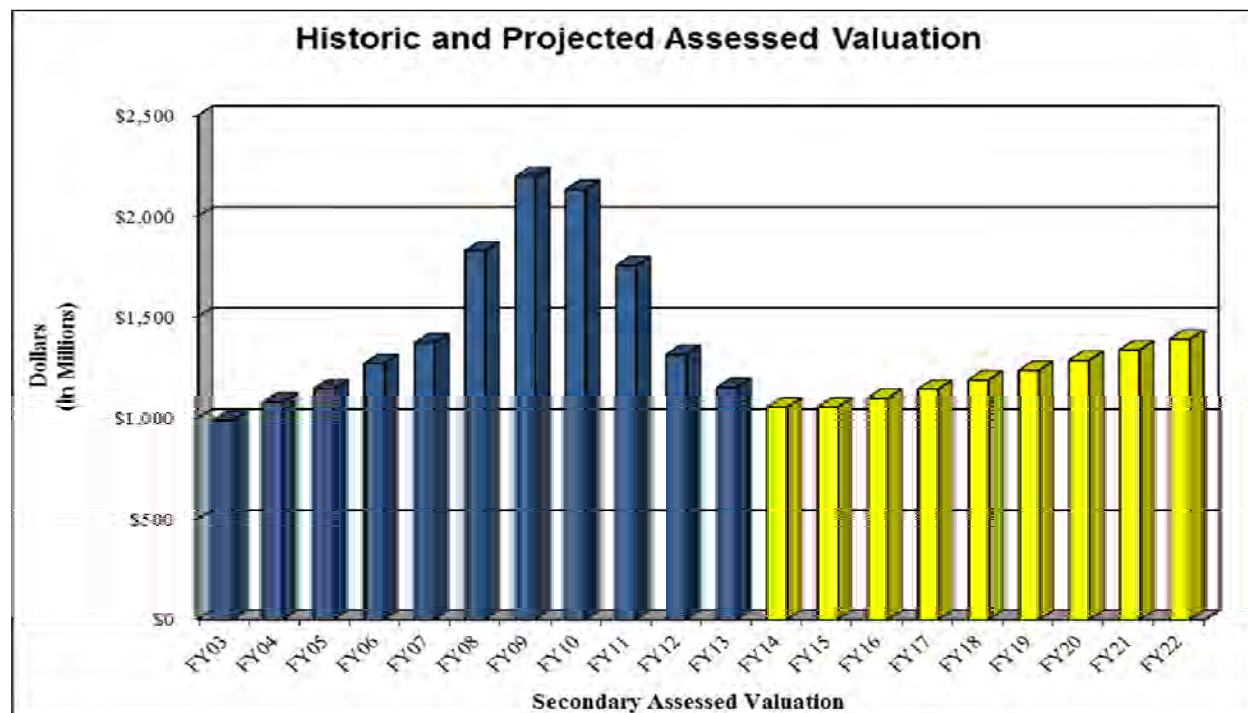
Financing the CIP

For FY 2013, Glendale's secondary assessed valuation is \$1.1 billion, a 12.5% decline from FY 2012. The FY 2013 valuation is based on the 2010 real estate market, when property values continued to fall but at a slower rate. Approximately 56.6% of the FY 2013 valuation is attributable to residential property, 39.8% is attributable to commercial property and the remaining 3.6% includes, but is not limited to vacant land, agriculture, railroad and historical property.

A fifth consecutive year of valuation decline – an additional 8.2% – is expected with the FY 2014 valuation. The FY 2014 estimate is based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2012 and reflects the 2011 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 over one-half of the city's secondary assessed valuation – from a peak of nearly \$2.2 billion in FY 2009 to a projection under \$1.1 billion for FY 2014.

For the future, it is assumed that Glendale's secondary assessed valuation will bottom out with no change in FY 2015 and conservative growth of 4% starting in FY 2016. These are 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 2003 and FY 2013 as well as the projected valuations for FY 2014 through FY 2022.



2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP



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 FY 2013 capital budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase of 0.3054 for FY 2013. This increase follows a period of 18 consecutive years where the total property rate tax was either held flat or reduced since FY 1995.

As presented to City Council during the April 23, 2012, budget workshop and in the City Manager's Recommended FY 2013-22 Capital Improvement Plan memo, the FY 2013 secondary property tax rate increase of 0.3054 is step one of a two-step rate increase that will be staggered over two FYs, with step two being implemented for FY 2014 after Council's review.

The higher secondary rates are expected to be in effect through FY 2017 based on the most current information available about future assessed valuation for property within Glendale's corporate limits. These higher rates are required to pay for existing debt service for the G.O. bond program; no new G.O. bond sales are planned through FY 2017.

This rate change means the city's secondary rate will increase from \$1.3699/\$100 of assessed valuation to \$1.6753; the city's primary property tax rate will remain unchanged at \$0.2252/\$100 of assessed valuation. The city's total property tax rate will change from \$1.5951 to \$1.9005/\$100 of assessed valuation.

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.



2013-2022 CAPITAL IMPROVEMENT PLAN
Financing the CIP

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 Rate	Estimated Secondary Property Tax Rev.¹	Existing Debt Service²	Less Build America Bond Subsidy	Less Fund 1480 DIF Contribution	Proposed Debt Service	Total Debt Service
FY 2013	\$1,149,265	\$1.6753	\$19,404	\$25,555	(\$659)	(\$209)	\$0	\$24,687
FY 2014	\$1,055,429	\$1.9807	\$21,055	\$24,311	(\$647)	(\$209)	\$0	\$23,455
FY 2015	\$1,055,429	\$1.9807	\$21,055	\$26,483	(\$633)	(\$210)	\$0	\$25,640
FY 2016	\$1,097,646	\$1.9807	\$21,891	\$24,361	(\$618)	(\$211)	\$0	\$23,532
FY 2017	\$1,141,552	\$1.9807	\$22,761	\$23,814	(\$593)	(\$211)	\$0	\$23,009

¹Includes estimated SRP In-Lieu revenue of \$150,000 per fiscal year

²Existing debt service includes HURF debt service in FY's 2013-2016 and repayment to the General Fund through FY 2021 for an interfund loan that occurred in FY 2011

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.

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 resulting in voters approving \$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.

2013-2022 CAPITAL IMPROVEMENT PLAN
Financing the CIP



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

Category	FY 2012 ¹	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
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, 2012

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.



2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP

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 2013 through FY 2017. 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 2013. 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 2012	\$10,550	\$4,706	\$0	\$4,706	N/A	N/A
FY 2013	\$12,759	\$4,709	\$0	\$4,709	2.71	45%
FY 2014	\$12,791	\$4,696	\$0	\$4,696	2.72	37%
FY 2015	\$12,823	\$1,958	\$0	\$1,958	6.55	15%
FY 2016	\$12,855	\$1,976	\$0	\$1,976	6.51	15%
FY 2017	\$12,887	\$0	\$0	\$0	N/A	0%

* FY 2012 estimated revenue; FY 2013-2017 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

2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP



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 that 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 2013	\$20,862	\$0	\$7,326	\$0	\$7,326	2.85
FY 2014	\$21,856	\$26,000	\$7,326	\$1,938	\$9,264	2.36
FY 2015	\$22,402	\$0	\$7,326	\$1,938	\$9,264	2.42
FY 2016	\$23,298	\$10,000	\$7,326	\$2,684	\$10,010	2.33
FY 2017	\$24,347	\$0	\$7,327	\$2,684	\$10,011	2.43

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
Water/Sewer Planned Bonds & Coverage Ratios
 (All Dollars in Thousands)

Fiscal Year	Bond Sales	Annual Coverage Ratio
FY 2013	\$0	1.27
FY 2014	\$29,400	1.21
FY 2015	\$0	1.20
FY 2016	\$30,900	1.21
FY 2017	\$0	1.33

Table 2-7 displays projected water/sewer bond sales and coverage ratios. FY 2013-17 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. The FY 2013 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. As a result of the payoff of senior lien bonds (WIFA) during FY 2012, the reserve fund of retained earnings and cash totaling approximately \$11M is freed up allowing for a refunding that eliminates the need for a rate increase in 2013.

Overall, this rate recommendation is the result of:

- The prepayment and/or restructuring of water/sewer debt
- 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.

2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP



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 (debt is retired),
- Jobing.com Arena,



2013-2022 CAPITAL IMPROVEMENT PLAN
Financing the CIP

- 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, 2012. 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. It should be noted that the city intends to refund or otherwise restructure one or more MPC issuances during FY 2013 if good market conditions prevail. The current MPC debt is documented in *Schedule 7* of this budget book.

Table 2-8
Outstanding Municipal Property Corporation Bonds

Issue	Year Issued	Principal Balance Outstanding
MPC Bonds - Arena Tax Exempt	2003A	\$41,635,000
MPC Bonds - Arena Taxable	2003B	\$95,675,000
MPC Bonds - Refund Imp Dist	2004A	\$1,865,000
MPC Bonds - GRPSTF/Zanjero	2006A	\$25,610,000
MPC Bonds - H/Conv/Media Tax Exempt	2008A	\$32,220,000
MPC Bonds - H/Conv/Media Taxable	2008B	\$50,605,000
MPC Bonds - H/Conv/Media Taxable	2008C	\$3,920,000
AMFP - Arena	2002	\$5,055,000
AMFP - Refunding - Arena	2003	\$7,250,000
MPC Bonds - Refunding 2003A, 2004A & 2006A	2012A	\$8,665,000
TOTAL		\$272,500,000

Public Facilities Corporation Bonds: Similar to an MPC, a public facilities corporation (PFC) is a non-profit organization that is formed under Arizona State law to secure funding for capital projects. A PFC is also governed by a Council appointed Board of Directors responsible for authorizing debt. The PFC's sole purpose is to finance and construct public facilities for the city. While the PFC is a legally separate entity from the city, the city is responsible for the debt associated with the PFC bonds. The special debt obligations are back by the city's unrestricted excise taxes.

Bonds were issued under the Western Loop 101 PFC in 2008 to be used for the construction of a Spring Training facility to accommodate two Major League Baseball teams as well as construct the infrastructure surrounding the facility. While a majority of the bond proceeds were used for the design and construction of the spring training facility and surrounding infrastructure, a portion of the proceeds were used toward capitalized interest through October 30, 2011.

2013-2022 CAPITAL IMPROVEMENT PLAN
Financing the CIP



Table 2-9 shows the current amount of PFC principal debt outstanding as of July 1, 2012. 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. It should be noted that it is the intent of the city to refund or otherwise restructure this issuance during FY 2013. The projected PFC debt after refunding is documented in *Schedule 7* of this budget book.

Table 2-9
Outstanding Public Facilities Corporation Bonds

Issue	Year Issued	Principal Balance Outstanding
PFC - Western Loop 101	2008A	\$137,495,000
PFC - Western Loop 101	2008B	\$48,670,000
PFC - Western Loop 101	2008C	\$13,585,000
TOTAL		\$199,750,000

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 2-10 reflects the expected FY 2013 payments for capital leases and notes under contract by the city.

Lease Financing	Year Issued	Original Amount	FY 2013 Scheduled Lease Payment ¹
Equipment Lease	2007	\$1,368,800	\$77,181
Equipment Lease	2009	\$1,189,365	\$249,877
Refunding Lease (Hickman/N. Crossing/ADOT)	2011	\$11,503,100	\$1,099,895
Total Lease Financing			\$1,426,953

¹Includes principal and interest; excludes copier leases

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



2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP

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 2013 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.

2013-2022 CAPITAL IMPROVEMENT PLAN

Financing the CIP



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 2013 – 2022 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:
 - o ½-Ton Pickup: \$2,170 annual replacement cost, \$0.18/\$0.25 per mile maintenance/gas;
 - o Mid-Size Sedan: \$3,000 annual replacement cost, \$0.19/\$0.16 per mile maintenance/gas;
- Technology annual replacement contributions:
 - o Desktop Computer: \$461.00;
 - o Laptop Computer: \$607.00;
 - o Color Printer: \$499.00.

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

2013-2022 CAPITAL IMPROVEMENT PLAN

CIP Operating Impact



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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY's 2018-22
Water & Sewer Projects	S	-	-	335,546	345,612	355,981	5,266,634
	A	-	17,510	18,035	18,576	19,134	104,631
Transportation Sales Tax Projects	S	-	919,858	1,385,149	1,442,940	1,483,904	8,098,632
	A	688,310	278	286	295	304	1,662
All Other Transportation Projects (DIF, HURF & Streets)	S	-	26,740	27,542	28,367	29,219	671,738
	A	25,961	-	-	-	-	-
Park Projects	S	-	-	-	-	-	4,333,346
	A	-	-	-	-	-	58,334
Library/Arts Projects	S	-	-	-	-	-	-
	A	-	-	-	-	-	-
Public Safety Projects	S	-	-	-	-	-	16,472,548
	A	-	-	-	-	-	-
Landfill Sanitation Projects	S	-	-	-	-	-	-
	A	-	-	-	220,554	220,554	1,102,770
Economic Development Projects	S	-	-	-	-	-	-
	A	-	-	-	-	-	28,103
Other Projects	S	-	-	-	-	-	3,426,365
	A	96,511	96,573	96,637	96,703	96,771	484,941
TOTAL Operating Impact	S	\$0	\$946,598	\$1,748,237	\$1,816,919	\$1,869,104	\$38,269,263
	A	\$810,782	\$114,361	\$114,958	\$336,128	\$336,763	\$1,780,441
	TOTAL	\$810,782	\$1,060,959	\$1,863,195	\$2,153,047	\$2,205,867	\$40,049,704

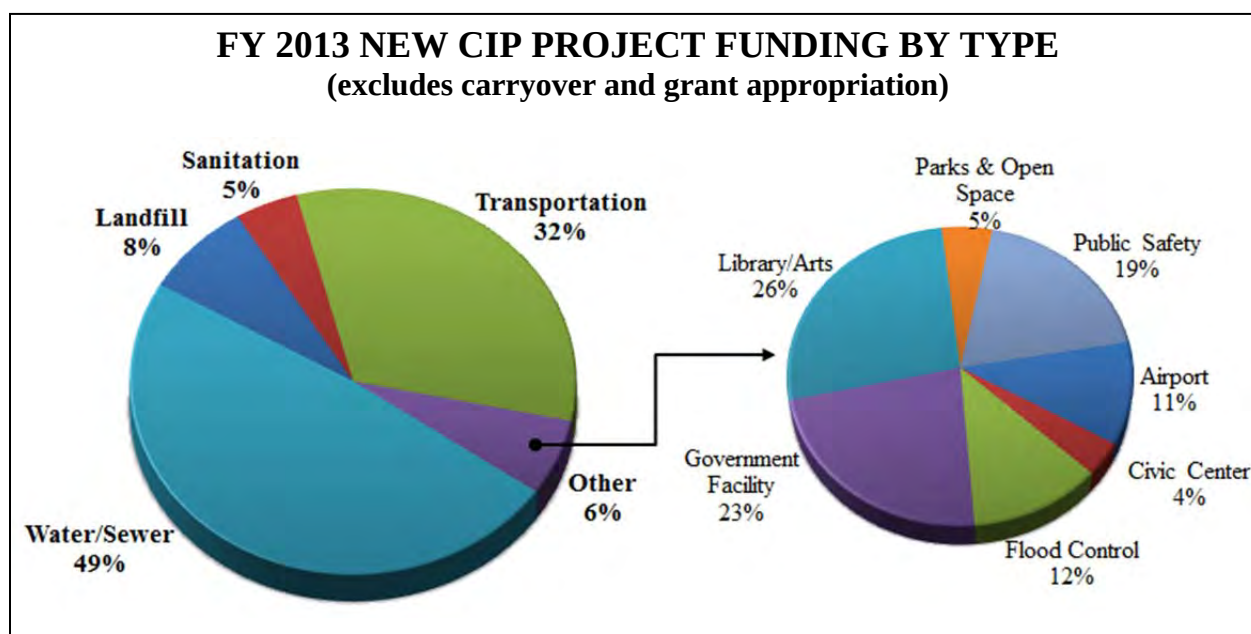
S = Department plans on submitting a supplemental request; A = Department plans to absorb operating costs



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 2013 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Summary of All Capital Projects by Funding Type



Summary of ALL Capital Projects by Funding Type

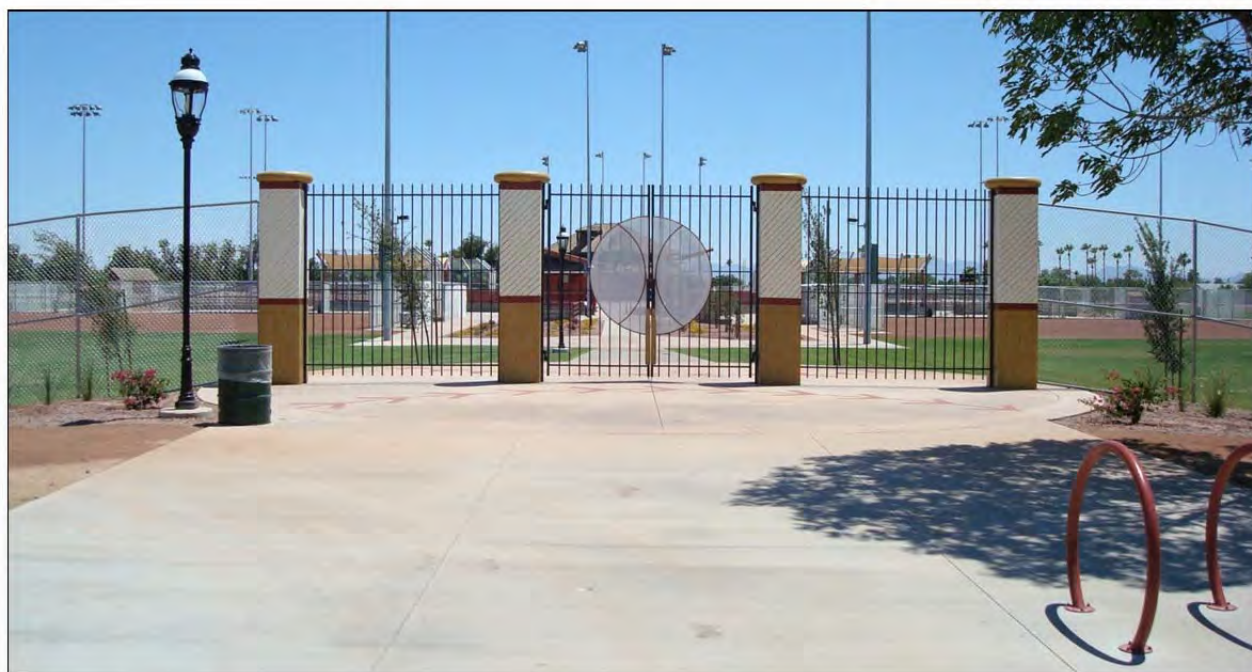
Fund # - Name	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
BOND CONSTRUCTION FUNDS							
1980 - Street/Parking Bonds	2,066,432	199,570	84,140	110,265	0	117,616	20,251,865
2140 - Open Space/Trails	0	0	0	0	0	0	11,504,688
2060 - Parks	142,426	0	0	0	0	0	77,586,257
2160 - Library	0	0	0	0	0	0	25,913,076
2040 - Public Safety	481,636	237,397	82,835	212,766	84,394	242,639	71,539,756
2080 - Government Facilities	171,606	0	0	0	0	0	17,547,542
2130 - Cultural Facility	100,985	0	0	0	0	0	252,980
2100 - Economic Development	1,623,814	0	0	0	0	0	22,426,465
2180 - Flood Control	2,448,872	160,925	160,925	160,925	160,925	160,925	41,733,597
Sub-Total	\$7,035,771	\$597,892	\$327,900	\$483,956	\$245,319	\$521,180	\$288,756,226
DIF FUNDS							
1600 - Roadway Improvements	131,958	124,964	102,900	194,908	171,500	194,908	908,678
1520 - Citywide Open Space	215,473	46,216	44,000	44,000	0	0	80,000
1460 - Citywide Parks	0	2,216	0	2,350	0	2,350	5,140
1480 - Citywide Rec Facility	0	2,216	0	2,350	0	2,350	5,140
1540 - Park Dev Zone 1	39,632	2,216	0	2,350	0	2,350	5,140
1560 - Park Dev Zone 2	133,067	7,816	5,600	2,350	0	2,350	5,140
1580 - Park Dev Zone 3	31,395	7,516	6,000	2,350	0	2,350	5,140
1380 - Library Buildings	0	0	0	0	0	0	1,609,288
1500 - Libraries	0	213,265	200,000	214,073	200,000	214,703	2,484,259
1440 - Police Dept Facilities	0	10,919	0	11,584	0	11,584	25,329
1420 - Fire Protection Facilities	0	11,480	0	12,179	0	12,179	26,627
1620 - General Government	0	12,799	0	0	0	0	0
Sub-Total	\$551,525	\$441,623	\$358,500	\$488,494	\$371,500	\$445,124	\$5,159,881
ENTERPRISE/OTHER FUNDS							
2360 - Water & Sewer	7,424,962	3,368,453	9,292,667	3,835,090	3,172,927	2,387,788	29,835,837
2400 - Water	6,763,884	4,863,030	7,694,660	3,501,200	6,001,200	9,345,653	70,525,423
2420 - Sewer	4,175,034	5,345,950	3,213,364	9,054,745	12,573,014	9,052,581	54,280,076
2210 - Transportation Construction	26,181,132	8,721,725	8,578,438	8,539,427	3,905,665	3,265,700	60,289,524
2000 - HURF/Street Bonds	0	0	0	0	0	0	12,076,659
1340 - HURF/Streets Fund	0	0	0	0	0	0	290,000
1650 - Transportation Grants	5,479,235	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480 - Sanitation	0	1,280,000	2,622,200	3,068,000	3,778,990	4,289,069	10,469,365
2440 - Landfill	545,175	2,224,373	1,116,101	14,361,820	14,026,406	1,434,360	9,377,115
2120 - Airport Capital Grants	15,888,604	150,638	438,750	450,000	6,669,600	8,190,000	0
1840 - Other Federal & State Grants	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000 - General Fund	0	465,300	50,000	50,000	50,000	50,000	800,071
1283 - Camelback Ranch Events	10,732	247,474	0	0	0	0	0
1740 - Civic Center	200,000	50,000	50,000	50,000	50,000	50,000	4,145,734
2150 - Technology Infrastructure	0	0	0	0	0	0	29,865,625
1220 - Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
Sub-Total	\$66,668,758	\$30,866,943	\$37,206,180	\$47,060,282	\$54,377,802	\$42,215,151	\$302,705,429
Grand Total	\$74,256,054	\$31,906,458	\$37,892,580	\$48,032,732	\$54,994,621	\$43,181,455	\$596,621,536
Total FY 2013 Funding		\$106,162,512					



2013-2022 CAPITAL IMPROVEMENT PLAN
Bond Construction Funds

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
1980 - Street/Parking Bonds	2,066,432	199,570	84,140	110,265	0	117,616	20,251,865
2140 - Open Space/Trails	0	0	0	0	0	0	11,504,688
2060 - Parks	142,426	0	0	0	0	0	77,586,257
2160 - Library	0	0	0	0	0	0	25,913,076
2040 - Public Safety	481,636	237,397	82,835	212,766	84,394	242,639	71,539,756
2080 - Government Facilities	171,606	0	0	0	0	0	17,547,542
2130 - Cultural Facility	100,985	0	0	0	0	0	252,980
2100 - Economic Development	1,623,814	0	0	0	0	0	22,426,465
2180 - Flood Control	2,448,872	160,925	160,925	160,925	160,925	160,925	41,733,597
Total Bond Funds	\$7,035,771	\$597,892	\$327,900	\$483,956	\$245,319	\$521,180	\$288,756,226

2013-2022 CAPITAL IMPROVEMENT PLAN
Street/Parking - Construction Funds



STREET/PARKING CONSTRUCTION FUNDS

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

In FY 2013, carryover funding is available for street scallops, street beautification and street light repair where needed. Existing bond proceeds will be utilized for a new Capital Bridge Repair Program to fund maintenance to bridges as identified by the Arizona Department of Transportation.



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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$3,280,962	\$1,008,894	\$924,754	\$814,489	\$814,489	\$696,873
Revenue						
Bond Proceeds	0	0	0	0	0	19,560,000
Total Revenue:	0	0	0	0	0	19,560,000
Operating Expenses						
Advisor Fees	6,066	0	0	0	0	0
Total Operating Expenses:	6,066	0	0	0	0	0
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
68103 Street Scallop	1,126,451	0	0	0	0	9,711,345
68104 Street Beautification	691,124	0	0	0	0	6,444,410
<i>Replacement of Existing Assets</i>						
68121 Streetlight Repair	248,857	0	0	0	0	0
68122 *Capital Bridge Repair Program	0	199,570	84,140	110,265	117,616	283,610
Sub-Total - Existing Assets	2,066,432	199,570	84,140	110,265	117,616	16,439,365
New Assets						
68102 Petition Lighting Program	0	0	0	0	0	800,000
T1232 95th Ave Camelback to Missouri	0	0	0	0	0	3,012,500
Sub-Total - New Assets	0	0	0	0	0	3,812,500
Total Project Expenses:	2,066,432	199,570	84,140	110,265	117,616	20,251,865
Total FY 2013 Funding:	2,266,002					
Estimated Ending Balance:	\$1,008,894	\$924,754	\$814,489	\$814,489	\$696,873	\$5,008

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$1,126,451	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,567,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$219,316
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$85,670
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$719,359
TOTAL	\$1,126,451	\$0	\$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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$73,703	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,107,000
Finance Charges	\$617,421	\$0	\$0	\$0	\$0	\$0	\$156,340
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$61,070
TOTAL	\$691,124	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$0	\$0	\$0	\$0	\$0	\$257,166
TOTAL	\$0	\$0	\$0	\$0	\$0	\$257,166

Project: 68121 - Streetlight Repair (R)
Funding Source:

General Obligation Bonds

Project Description:

Funding to provide for replacement of removed streetlight poles, arms, and luminaires due to vehicular knockdowns or severe rusting.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$248,857	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$248,857	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No operating impact as these poles and lights already exist.

Project: 68122* - Capital Bridge Repair Program (R)
Funding Source:

General Obligation Bonds

Project Description:

This program is needed to maintain city bridges to meet Federal Highway Administration (FHWA) standards. There are 43 bridges that are inspected by Arizona Department of Transportation (ADOT) semi-annually. Under the National Bridge Inspection Program, administered by ADOT, the City is required to maintain its bridges to a satisfactory standard.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$50,000	\$10,000	\$30,000	\$0	\$32,000	\$70,000
Construction	\$0	\$140,000	\$70,000	\$75,000	\$0	\$80,000	\$200,000
Engineering Charges	\$0	\$8,170	\$3,440	\$4,515	\$0	\$4,816	\$11,610
Arts	\$0	\$1,400	\$700	\$750	\$0	\$800	\$2,000
TOTAL	\$0	\$199,570	\$84,140	\$110,265	\$0	\$117,616	\$283,610

Operating Description:

No additional O and M is required.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,600
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$53,400
TOTAL	\$0	\$0	\$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 \$92 per year, estimated maintenance for a light is \$26 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$3,914	\$4,031	\$4,152	\$4,277	\$4,405	\$24,090
Utilities	\$3,790	\$3,904	\$4,021	\$4,141	\$4,266	\$23,326
Equip. Maint.	\$1,071	\$1,103	\$1,136	\$1,170	\$1,205	\$6,592
TOTAL	\$8,775	\$9,038	\$9,309	\$9,588	\$9,876	\$54,008

Project: T1232 - 95th Ave Camelback to Missouri (N)

Funding Source: General Obligation Bonds

Project Description:

This project is to acquire right-of-way, design and construct roadway, with curb, gutter, sidewalk, landscaping, street lighting and underground overhead utilities between Camelback Road North to Missouri Avenue. This project was previously referred to as 95th Avenue Camelback to Bethany Home Rd. This project is dependent upon private development.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$700,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$22,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
TOTAL	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$586,583	\$586,583	\$586,583	\$586,583	\$586,583	\$586,583
Revenue						
Bond Proceeds	0	0	0	0	0	10,920,000
Total Revenue:	0	0	0	0	0	10,920,000
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70000 Thunderbird Paseo Park Develop	0	0	0	0	0	1,998,675
T1630 Thunderbird Park Improvements	0	0	0	0	0	5,113,101
Sub-Total - Existing Assets	0	0	0	0	0	7,111,776
New Assets						
70003 City-Wide Trails System	0	0	0	0	0	1,000,000
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	2,390,698
T1761 New River Bike Trail	0	0	0	0	0	1,002,214
Sub-Total - New Assets	0	0	0	0	0	4,392,912
Total Project Expenses:	0	0	0	0	0	11,504,688
Total FY 2013 Funding:	0					
Estimated Ending Balance:	\$586,583	\$586,583	\$586,583	\$586,583	\$586,583	\$1,895

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$423,475
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,209,928
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,973
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$44,919
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$12,099
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$90,217
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$178,064
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,998,675

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 (estimate value) plus inflation. A landscape water rate is calculated at \$0.0495 per sq ft for 435,600 sq ft. All calculations are for 31 months of operation. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$95,558
Landscape	\$0	\$0	\$0	\$0	\$0	\$68,566
TOTAL	\$0	\$0	\$0	\$0	\$0	\$164,124

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

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 and restrooms are also within the scope of this project.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,141,304
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,260,869
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$100,062
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$81,440
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$32,609
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$29,501
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$467,316
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,113,101

Operating Description:

Staffing is a Service Worker II at \$53,310 with benefits and inflation, a Park Ranger at \$51,087 with benefits and inflation; Supplies/Contracts is ramada cleaning contract at \$3,000 per ramada (23) per year. Utilities at \$2.70 sq ft X 3,000 sq ft plus inflation. Building Maintenance at \$1.62 X 3,000 sq ft and 10 light poles at \$179 annually; insurance for two new staff at \$828 each per year; 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 per month plus inflation. Operations are calculated for 36 months. A supplemental budget request will be submitted once the project is near completion. If both receive funding, building expenses and staffing will be eliminated from one project.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$385,522
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$254,806
Utilities	\$0	\$0	\$0	\$0	\$0	\$29,911
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$24,557
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$6,554
Insurance	\$0	\$0	\$0	\$0	\$0	\$6,115
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	\$15,111
TOTAL	\$0	\$0	\$0	\$0	\$0	\$754,893

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000

Operating Description:

Specific scope will determine the additional O and M costs which could include utilities for additional lighting (260 poles X \$153 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 \$26 each per year. Staffing is a Service Worker II position at \$49,732 including benefits. Insurance is for a new staff member at \$828 a year. Other operating calculations have been based upon 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,753
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$3,258
Utilities	\$0	\$0	\$0	\$0	\$0	\$4,313
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$592
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$733
Insurance	\$0	\$0	\$0	\$0	\$0	\$500
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$215
Landscape	\$0	\$0	\$0	\$0	\$0	\$51,961
Water	\$0	\$0	\$0	\$0	\$0	\$11,691
TOTAL	\$0	\$0	\$0	\$0	\$0	\$77,016

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2140-Open Space/Trails Construction

Category: 20%

Project: 70005 - West Valley Multi-Modal Corrid (N)

Funding Source: General Obligation Bonds

Project Description:

Construct a 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$540,555
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,544,414
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$58,196
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$15,444
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$177,089
TOTAL	\$0	\$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 \$.0927 per sq ft, water at \$.22 per sq ft x 435,600 sq ft, and ramada cleaning/maintenance at \$4,000 per ramada x three ramadas.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$6,010
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$14,992
Landscape	\$0	\$0	\$0	\$0	\$0	\$95,832
TOTAL	\$0	\$0	\$0	\$0	\$0	\$116,834

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 two bridges. One would be over the drainage channel and the other would be over the retention area 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$113,109
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$754,059
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$14,811
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$37,288
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,541
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$75,406
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,002,214

Operating Description:

O and M associated with 7-foot wide landscaped area along a 1,500-foot long multiuse pathway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$0	\$0	\$0	\$0	\$0	\$4,689
TOTAL	\$0	\$0	\$0	\$0	\$0	\$4,689

* New Project

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

2013-2022 CAPITAL IMPROVEMENT PLAN
Parks - Construction Fund



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. A portion of carryover funding will be used to complete improvement projects at Thunderbird Conservation Park and Saguaro Ranch Park.



Project Name: Parks Enhancements
Funding Source: G.O. Bond
Fund #: 2060
Project #: 70510
Picture Note: O'Neil Park



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2060-Parks Construction
Category: 20%

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$279,808	\$130,601	\$130,630	\$130,659	\$130,688	\$130,729
Revenue						
Bond Proceeds^	0	0	0	0	0	77,460,000
Investment Income	76	48	48	48	48	121
Total Revenue:	76	48	48	48	48	77,460,121
Operating Expenses						
Advisor Fees	6,857	19	19	19	7	48
Total Operating Expenses:	6,857	19	19	19	7	48
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
70502 Orangewood Community Park	0	0	0	0	0	5,143,628
70506 63rd & Northern Park Dev.	0	0	0	0	0	2,406,953
70510 Park Enhancements	0	0	0	0	0	8,208,794
70515 T-Bird Park Improvements	42,000	0	0	0	0	2,890,015
70520 Sahuaro Ranch Park Improv.	15,088	0	0	0	0	0
70535 Paseo Racquet Center Park	0	0	0	0	0	4,453,631
70540 Grounds & Facilities Imprvmnts	7,399	0	0	0	0	691,260
T1715 *Play Structure Improvements	0	0	0	0	0	1,576,260
<i>Replacement of Existing Assets</i>						
70500 Parks Redevelopment	63,673	0	0	0	0	27,549,469
70512 Facilities Renovation	0	0	0	0	0	9,530,345
70526 Multiuse Sports Field Lighting	0	0	0	0	0	4,746,919
70541 Parks Capital Equipment	14,266	0	0	0	0	1,230,000
T1712 Aquatic Facility Restoration	0	0	0	0	0	7,269,958
T1713 Foothills Center Restoration	0	0	0	0	0	1,889,025
Sub-Total - Existing Assets	142,426	0	0	0	0	77,586,257
Total Project Expenses:	142,426	0	0	0	0	77,586,257
Total FY 2013 Funding:	142,426					
Estimated Ending Balance:	\$130,601	\$130,630	\$130,659	\$130,688	\$130,729	\$4,545

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

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$680,121
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,400,608
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$132,323
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$75,493
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$34,006
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$340,068
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$381,009
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,143,628

Operating Description:

Additional O and M would be needed starting in FY 2019. 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, 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 the installation and maintenance costs 12 street lights at \$153 each and ongoing O and M at \$26 per pole. Insurance is \$828 per new employee. Electrical includes security monitoring system at \$600 per year. Vehicle replacement includes \$1,950 per year for a 1/2 ton pickup and technology replacement includes \$607 per year for a laptop, \$2,252 per year for a printer, \$2,000 annually for landlines. 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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	\$8,280
Electrical	\$0	\$0	\$0	\$0	\$0	\$10,015
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$39,850
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	\$1,813,776

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70506 - 63rd & Northern Park Dev. (I)

Funding Source: General Obligation Bonds

Project Description:

Proposed final improvements 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$273,462
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,823,082
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$53,564
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$18,231
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$183,614
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,406,953

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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, Americans with Disabilities Act (ADA) play surface for playgrounds, shade structures, landscape, and other amenities added to existing park sites. Ongoing enhancements typically address service gaps in the level of service requirements outlined in the Parks and Recreation Master Plan.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$926,587
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,177,247
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$206,517
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$61,772
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$494,171
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$8,208,794

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 Thunderbird Conservation Park Master Plan recommendations and improvements including the 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$646,739
Construction	\$42,000	\$0	\$0	\$0	\$0	\$0	\$1,847,826
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$57,777
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$18,478
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$264,195
TOTAL	\$42,000	\$0	\$0	\$0	\$0	\$0	\$2,890,015

Operating Description:

Improvements have O and M impact for two new 750 square feet restrooms with associated utilities and supplies. Improvements will require a Service Worker II at \$53,310 with benefits, a Park Ranger with benefits at \$51,087, contracted labor assistance at \$25,000 per year, supplies are \$20,000 a year; utilities at \$2.70 per sq ft X 3,000 sq ft = \$8,100; building maintenance at \$1.62 X 3,000 sq ft = \$4,860 annually; equipment maintenance is for two added pole lights at \$358 annually; insurance is for 2 new employees at \$828 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. If both receive funding, building expenses and staffing will be eliminated from one project.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$364,104
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$209,262
Utilities	\$0	\$0	\$0	\$0	\$0	\$28,250
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$29,912
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$2,203
Insurance	\$0	\$0	\$0	\$0	\$0	\$10,192
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$6,717
Landscape	\$0	\$0	\$0	\$0	\$0	\$21,431
Water	\$0	\$0	\$0	\$0	\$0	\$1,930
TOTAL	\$0	\$0	\$0	\$0	\$0	\$674,001

Project: 70520 - Sahuaro Ranch Park Improv. (I)

Funding Source: General Obligation Bonds

Project Description:

Renovation of aging infrastructure and amenities at regional sports complex and park. Examples of improvements will include new fencing , irrigation, scoreboards, park entry monuments, walkways, etc.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$14,017	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$1,071	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,088	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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, 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.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,005,416
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,872,616
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$87,326
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$71,744
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$28,726
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$387,803
TOTAL	\$0	\$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:

This project addresses minor renovations and golf course enhancements that may not otherwise be included or covered in the golf course management agreements. Issues to be addressed include 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 systems, lakes, driving ranges, parking lots, fence replacement, and pro-shops for both municipal golf courses.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$7,399	\$0	\$0	\$0	\$0	\$0	\$100,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$16,860
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$29,400
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
TOTAL	\$7,399	\$0	\$0	\$0	\$0	\$0	\$691,260

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: T1715* - Play Structure Improvements (I)

Funding Source: General Obligation Bonds

Project Description:

This project involves replacing all playground components and playground surfacing in city parks that will not be compliant with the Americans with Disabilities Act (ADA), U.S. Consumer Product Safety Commission (CPSC), and/or the American Society for Testing and Materials (ASTM). In 2011, all of these organizations made significant changes to the laws, guidelines, and standards as it relates to playground accessibility, use, and safety. Subsequent evaluation in 2011 by two staff certified as Playground Safety Inspectors (CPSI) resulted in a comprehensive annual audit of all playgrounds to identify all play structure, playground, and playground surface deficiencies. The audit identified multiple playgrounds requiring varying levels of update to meet the new ADA, CPSC, and/or the ASTM laws, guidelines, and/or regulations.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$116,760
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,576,260

Operating Description:

No additional O and M is required. The new laws, guidelines, and standards would actually reduce O and M by reducing the staff time to conduct head and torso inspections, and tilling sand fall zones.

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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$49,688	\$0	\$0	\$0	\$0	\$0	\$6,283,947
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,239,851
Finance Charges	\$13,985	\$0	\$0	\$0	\$0	\$0	\$680,571
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$122,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$182,398
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,040,702
TOTAL	\$63,673	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,093,137
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$186,870
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$80,931
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$849,407
TOTAL	\$0	\$0	\$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:

The Parks, Recreation and Library Services Department has 25 lighted sports fields that are used for various youth and adult sports program and cultural events. Of the 25 lighted sports fields, 14 of the sports fields have athletic field lighting and lighting infrastructure that are over 15 years old. This project involves the renovation or replacement of existing sports lights that have illumination depreciation or no longer meet current illumination standards.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$705,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,528,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$118,088
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$78,311
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$35,280
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$282,240
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,746,919

Operating Description:

This project will not require additional O and M. The bid specifications would be performance based and would require the contractor to perform bulb replacements. The newer lighting technology would operate more efficiently, thus reducing electrical consumption and O and M.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: 70541 - Parks Capital Equipment (R)

Funding Source: General Obligation Bonds

Project Description:

The Parks Department has 17 pieces of equipment currently in the fleet that are 13 years or older and not included as part of the City's Vehicle Replacement Fund. Replacing old, outdated equipment such as mowers, trailers, utility vehicles, park/facility maintenance equipment and ball field preparation machines and equipment are essential to the care and maintenance of facilities and parks. The equipment has outlasted its useful and effective lifespan.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
Equipment	\$14,266	\$0	\$0	\$0	\$0	\$0	\$1,200,000
TOTAL	\$14,266	\$0	\$0	\$0	\$0	\$0	\$1,230,000

Operating Description:

Park Capital Equipment and Vehicle Replacement includes maintenance for 5 mowers, 5 trailers, 5 ball field preparation machines and 2 pick-up trucks. Equipment maintenance is \$75 per hour x 20 (# of visits) x pieces of equipment. The remaining equipment will be calculated as the equivalent as one vehicle, which is one truck at \$1,950 at \$.17 per mile for maintenance costs x 8,000 miles, and \$.20 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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: T1712 - Aquatic Facility Restoration (R)

Funding Source: General Obligation Bonds

Project Description:

This project includes the renovation and restoration of existing swimming pools and aquatic facilities owned and/or operated by the Glendale Parks and Recreation Department. The aquatic facilities require annual attention and 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,350,822
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,650,207
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$181,672
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$46,502
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$948,255
TOTAL	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2060-Parks Construction

Category: 20%

Project: T1713 - Foothills Center Restoration (R)

Funding Source:

General Obligation Bonds

Project Description:

This project involves the replacement of recreation center equipment that has an expected 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$189,625
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$758,500
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$37,040
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$80,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,769
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,585
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$634,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$140,506
TOTAL	\$0	\$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



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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2160-Library Construction

Category: 6%

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$0	\$0	\$0	\$0	\$0	\$0
Revenue						
Bond Proceeds^	0	0	0	0	0	25,915,000
Total Revenue:	0	0	0	0	0	25,915,000
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
T2810 Int. Renovation-Main, VT, FH	0	0	0	0	0	2,883,361
Sub-Total - Existing Assets	0	0	0	0	0	2,883,361
New Assets						
74000 West Branch Library	0	0	0	0	0	23,029,715
Sub-Total - New Assets	0	0	0	0	0	23,029,715
Total Project Expenses:	0	0	0	0	0	25,913,076
Total FY 2013 Funding:	0					
Estimated Ending Balance:	\$0	\$0	\$0	\$0	\$0	\$1,924

^Will require additional voter authorization in last 5 years of 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 the interior spaces at the 42 year old Velma Teague , 24 year old Main and 13 year old Foothills branch libraries. There would be no changes to walls, electrical, plumbing or HVAC. Functional improvements would include paint, tile, sinks, fixtures, etc.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$42,611
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,840,750
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,883,361

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

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 from projects 1380-74250 and 1500-74750. The total project cost is estimated at \$26,592,494 in FY 2018. 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 2018, it is anticipated that considerable redesign will be necessary.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$2,549,996
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$14,974,202
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$561,718
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$440,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$101,862
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$149,742
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,221,001
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,801,194
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$1,230,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$23,029,715

Operating Description:

Additional O and M would be needed starting in September 2019. 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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.

In the first five years of the capital plan, remaining Public Safety General Obligation bond proceeds are currently being set aside to be used exclusively for expenses related to the city of Glendale joining the Regional Wireless Cooperative (RWC) which includes funding for the purchase of radios for the Fire Department, lifecycle upgrades, narrow-banding and console replacement. The scheduling of upgrades, narrow-banding and replacements are currently being negotiated by members of the RWC and funding needs are subject to change.

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2040-Public Safety Construction **Category: 20%**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$2,428,734	\$1,708,891	\$1,626,631	\$1,414,390	\$1,330,469	\$1,088,248
Revenue						
Bond Proceeds	0	0	0	0	0	70,455,000
Investment Income	1,190	959	874	789	695	3,945
Total Revenue:	1,190	959	874	789	695	70,458,945
Operating Expenses						
Advisor Fees	2,000	384	350	316	278	1,578
Total Operating Expenses:	2,000	384	350	316	278	1,578
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
75012 PS Digital Comm. System	221,492	237,397	82,835	212,766	84,394	242,639
<i>Replacement of Existing Assets</i>						
75024 800MHz Comm Equip	260,144	0	0	0	0	1,937,128
75034 Engine & Ladder Replacement	0	0	0	0	0	3,938,255
T5320 EOC Equipment Replacement	0	0	0	0	0	4,800,612
T5380 Replace HazMat Vehicle	0	0	0	0	0	617,290
T5450 30 Heart Monitors	0	0	0	0	0	822,150
T5539 Replacement of Airpacks	0	0	0	0	0	1,543,110
Sub-Total - Existing Assets	481,636	237,397	82,835	212,766	84,394	242,639
New Assets						
75020 City Court Building	0	0	0	0	0	43,005,399
T5536 Fire Station - Western Area	0	0	0	0	0	12,807,503
Sub-Total - New Assets	0	0	0	0	0	55,812,902
Total Project Expenses:	481,636	237,397	82,835	212,766	84,394	242,639
Total FY 2013 Funding:	719,033					
Estimated Ending Balance:	\$1,708,891	\$1,626,631	\$1,414,390	\$1,330,469	\$1,088,248	\$5,859

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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. The city's "Gold Elite" consoles will require replacement upon the upgrade to IP-based radio consoles.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$3,265	\$4,748	\$1,657	\$4,255	\$1,688	\$19,157	\$19,157
IT/Phone/Security	\$0	\$79,775	\$81,178	\$81,939	\$82,706	\$83,759	\$429,983
Equipment	\$86,446	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Miscellaneous/Other	\$131,781	\$152,874	\$0	\$126,572	\$0	\$139,723	\$419,169
TOTAL	\$221,492	\$237,397	\$82,835	\$212,766	\$84,394	\$242,639	\$2,068,309

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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 and/or to replace radios that have met or exceeded their life expectancy and to ensure they meet technology upgrades.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,628
Equipment	\$260,144	\$0	\$0	\$0	\$0	\$0	\$1,908,500
TOTAL	\$260,144	\$0	\$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. The department will submit a supplemental in the future for the additional O and M. O and M projected start date: August 30, 2017. Annual ongoing O and M before inflationary increases: \$161,700

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$963,894
TOTAL	\$0	\$0	\$0	\$0	\$0	\$963,894

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 should be replaced at seven years or 100,000 miles and be moved into a reserve status. Ladder trucks should be replaced after 15 years or 100,000 miles. The department will maintain a reserve fleet of one reserve truck for every two front line trucks. 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$96,055
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,842,200
TOTAL	\$0	\$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: T5320 - EOC Equipment Replacement (R)
Funding Source:

General Obligation Bonds

Project Description:

This project will fund the replacement of telecommunication, audio/visual, computer infrastructure, data storage, radios, and other equipment in the Emergency Operations Center that will enable continued operation of these and future technology based systems. Overall use and evolving technology will require upgrades.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$94,130
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$4,706,482
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,800,612

Operating Description:

This project will replace existing equipment and systems at the EOC and placed in the technology replacement fund.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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 by FY 2019.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$13,540
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$603,750
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$617,290

Operating Description:

No additional O and M is needed since the Hazmat truck will be replacing the current vehicle, which will not be used as a reserve vehicle.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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. 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 2018, 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. Heart monitors are currently on a maintenance contract which will cover the cost to repair or replace a malfunctioned monitor.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$12,150
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$810,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$822,150

Operating Description:

O and M for the heart monitors would be needed starting in FY 2019-2022. O and M includes two batteries a year per unit at (\$225 per battery x 60) and a 3% inflation has been added per year. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$67,439
TOTAL	\$0	\$0	\$0	\$0	\$0	\$67,439

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 2018. In FY 2018, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2009 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$37,637
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,505,473
TOTAL	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 2018. 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$4,742,010
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$31,613,404
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$791,603
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,235,868
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$139,968
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$316,134
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$3,166,412
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$43,005,399

Operating Description:

O and M would be needed starting in FY 2020 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 2020 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$2,395,800
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,407,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,226,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$251,128
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$156,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$52,260
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,601,040
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,625,775
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$12,807,503

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 3 computers and 1 color printer replacement = \$2,182. Landscaping estimated at \$0.22 per sq ft for 15,000 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$3,844,622
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$703,502
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	\$6,282
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	\$5,331,612

* New Project

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



GOVERNMENT FACILITIES CONSTRUCTION FUND

Carryover in FY 2013 is available for the repair, maintenance and/or replacement of electrical/lighting and mechanical systems. A third of the Civic Center 10 Year Restoration project will also be funded with Government Facilities bond proceeds. 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2080-Government Facilities Construction **Category: 6%**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$175,340	\$0	\$0	\$0	\$0	\$0
Revenue						
Bond Proceeds	0	0	0	0	0	17,550,000
Investment Income	0	0	0	0	0	0
Total Revenue:	0	0	0	0	0	17,550,000
Operating Expenses						
Advisor Fees	3,734	0	0	0	0	0
Total Operating Expenses:	3,734	0	0	0	0	0
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
Improvement of Existing Assets						
77515 Civic Center 10 Yr Restoration	100,000	0	0	0	0	0
T1160 City Hall Parking Garage	0	0	0	0	0	1,831,799
Replacement of Existing Assets						
77503 Exterior Closure (Roofing)	0	0	0	0	0	1,613,307
77504 City Hall - HVAC System	0	0	0	0	0	5,432,824
77507 Interior Finishes (Flooring)	0	0	0	0	0	2,186,637
77508 Interior Finishes (Paint)	0	0	0	0	0	1,051,101
77509 Mechanical Upgrades	30,260	0	0	0	0	3,472,537
77510 Electrical/Lighting Upgrades	41,346	0	0	0	0	621,673
77512 Exterior Closure (Paint)	0	0	0	0	0	1,114,471
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	223,193
Sub-Total - Existing Assets	171,606	0	0	0	0	17,547,542
Total Project Expenses:	171,606	0	0	0	0	17,547,542
Total FY 2013 Funding:	171,606					
Estimated Ending Balance:	\$0	\$0	\$0	\$0	\$0	\$2,458

PROJECT DETAIL: 2080-Government Facilities Construction **Category: 6%**

Project: 77515 - Civic Center 10 Yr Restoration (I) **Funding Source:** General Obligation Bonds

Project Description:

Funding for this project 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:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Construction	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0

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

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2080-Government Facilities Construction

Category: 6%

Project: T1160 - City Hall Parking Garage (I)

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 city hall 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 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$392,110
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$135,689
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,831,799

Operating Description: No additional O and M is needed for this project.

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 2018 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 five year period totaling \$1,613,307.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$28,249
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,249
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,107
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,412,462
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$141,240
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,613,307

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2080-Government Facilities Construction

Category: 6%
Project: 77504 - City Hall - HVAC System (R)

Funding Source:

General Obligation Bonds

Project Description:

The existing heating, ventilating, and air conditioning (HVAC) system at Glendale City Hall is projected to reach its capacity with future occupancy and use of the building, which will exceed the original design within the next 10 years. The replacements and upgrades will improve indoor air quality and provide a new HVAC system life capacity of an additional 20+ years.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,346,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$123,487
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$13,460
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,429,446
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$402,431
TOTAL	\$0	\$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:

Provide citywide interior flooring replacements and upgrades that would require a total of \$2,186,637 over a five year period to improve the condition of several facilities, and extend the useful life of the infrastructure. There will be approximately 100 different flooring related projects completed on all city buildings over the five year period.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$39,826
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,826
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,381
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,959,175
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$143,429
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,186,637

Operating Description:

No additional O and M is needed for this project.

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 five 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$25,048
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$25,048
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$9,900
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$991,105
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,051,101

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2080-Government Facilities Construction

Category: 6%

Project: 77509 - Mechanical Upgrades (R)

Funding Source:

General Obligation Bonds

Project Description:

Citywide mechanical replacement and upgrades would require a total of \$3,472,537 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 heating, ventilating, and air conditioning (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 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$61,680
Construction	\$23,843	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$61,680
Engineering Charges	\$6,417	\$0	\$0	\$0	\$0	\$0	\$6,785
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,084,049
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$258,343
TOTAL	\$30,260	\$0	\$0	\$0	\$0	\$0	\$3,472,537

Operating Description:

No additional O and M is needed for this project.

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 \$621,673 over several years. These upgrades are expected to reduce the consumption of electricity usage citywide. Improvements are needed for the O'Neil and Rose Lane Community Center recreation buildings, and Fire Stations 152, 153, 154 and 155. 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 options.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$29,653	\$0	\$0	\$0	\$0	\$0	\$3,862
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,862
Engineering Charges	\$11,693	\$0	\$0	\$0	\$0	\$0	\$2,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$557,241
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$55,708
TOTAL	\$41,346	\$0	\$0	\$0	\$0	\$0	\$621,673

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2080-Government Facilities Construction

Category: 6%
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. The painted surface deteriorates when exposed to the elements, and keeping the exterior surface coated in paint protects the underlying building materials.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$17,067
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$17,067
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$6,050
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$988,924
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$85,363
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,114,471

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 its 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 for two fueling sites at Field Operations and Fire Station 153. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$5,250
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$94,500
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$86,525
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$10,973
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$945
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
TOTAL	\$0	\$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 operational 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



2013-2022 CAPITAL IMPROVEMENT PLAN
Cultural Facility/Historical Preservation – Construction Fund

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.



Project Name: Sahuaro Ranch Carriage House
Funding Source: G.O. Bond
Fund #: 2130
Project #: 84308

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2130-Cultural Facility Construction

Category: 6%

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$338,677	\$237,692	\$237,692	\$237,692	\$237,692	\$237,692
Revenue						
Bond Proceeds	0	0	0	0	0	20,000
Total Revenue:	0	0	0	0	0	20,000
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
84307 Morcomb Property	100,985	0	0	0	0	0
<i>Replacement of Existing Assets</i>						
84308 Sahuarro Ranch Carriage House	0	0	0	0	0	252,980
Sub-Total - Existing Assets	<i>100,985</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>252,980</i>
Total Project Expenses:	100,985	0	0	0	0	252,980
Total FY 2013 Funding:	100,985					
Estimated Ending Balance:	\$237,692	\$237,692	\$237,692	\$237,692	\$237,692	\$4,712

PROJECT DETAIL: 2130-Cultural Facility Construction

Category: 6%

Project: 84307 - Morcomb Property (I)

Funding Source:

General Obligation Bonds

Project Description:

There are two existing buildings on the site that are listed on the National Register of Historic Places: 1) Adobe House and 2) Service Station. This project will restore both buildings and will complete the Myrtle Avenue Cultural Gateway.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Design	\$9,462	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$91,523	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$100,985	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Property is owned by the City of Glendale. Field Operations and Parks & Recreation will maintain the buildings and landscaping. Occupancy of either building is not contemplated as this is a static display. The additional O and M will be absorbed by Field Operations and the Parks & Recreation Departments.

Operating Costs:

	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Bldg. Maint.	\$1,030	\$1,061	\$1,093	\$1,126	\$1,160	\$6,343
Landscape	\$1,030	\$1,061	\$1,093	\$1,126	\$1,160	\$6,343
TOTAL	\$2,060	\$2,122	\$2,186	\$2,252	\$2,320	\$12,686

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2130-Cultural Facility Construction

Category: 6%

Project: 84308 - Sahuaro Ranch Carriage House (R)

Funding Source:

General Obligation Bonds

Project Description:

Repair and/or replace the interior wood siding of the carriage house with the intent 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, prepare and re-paint all previously painted interior surfaces.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$46,200
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$132,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,960
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$1,320
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$22,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$252,980

Operating Description:

No additional O and M is needed.

* 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 \$1.6 million in carryover for economic development capital projects in FY 2013. 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. Proceeds will also be utilized to ensure parking remains available for events at the University of Phoenix Stadium. A number of spaces were displaced when Tanger Factory Outlet Centers, Inc. chose the Westgate area as a site for a new outlet mall. 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2100-Economic Development Construction
Category: 6%

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$1,688,061	\$62,691	\$62,710	\$62,729	\$62,748	\$62,775
Revenue						
Bond Proceeds	0	0	0	0	0	22,365,000
Investment Income	444	32	32	32	32	159
Total Revenue:	444	32	32	32	32	22,365,159
Operating Expenses						
Advisor Fees	2,000	13	13	13	5	64
Total Operating Expenses:	2,000	13	13	13	5	64
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Improvement of Existing Assets</i>						
84401 Downtown Redevelopment	450,000	0	0	0	0	7,142,857
Sub-Total - Existing Assets	450,000	0	0	0	0	7,142,857
New Assets						
84400 Downtown Land Acquisition	723,814	0	0	0	0	0
84406 Loop 303 Infrastructure	0	0	0	0	0	5,966,771
84407 New Development Infrastructure	450,000	0	0	0	0	9,316,837
Sub-Total - New Assets	1,173,814	0	0	0	0	15,283,608
Total Project Expenses:	1,623,814	0	0	0	0	22,426,465
Total FY 2013 Funding:	1,623,814					
Estimated Ending Balance:	\$62,691	\$62,710	\$62,729	\$62,748	\$62,775	\$1,406

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.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000,000
Construction	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$142,857
TOTAL	\$450,000	\$0	\$0	\$0	\$0	\$0	\$7,142,857

Operating Description:

Land acquisition only. Acquired land would be offered to developers for purchase and development as desired within scope of a development agreement.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$723,814	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$723,814	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

There is minimal O and M associated with this project related to land acquisition. O and M for weed control maintenance will be absorbed by the department's operating 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.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$0	\$0	\$0	\$0	\$0	\$28,103
TOTAL	\$0	\$0	\$0	\$0	\$0	\$28,103

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 303 continues, the Loop 303 area is becoming the focus for new development within the city. Attracting high-quality development projects to spur economic growth, requires infrastructure to be in place.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,143,603
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$148,150
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$85,907
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$41,436
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$866,675
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$181,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,966,771

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$450,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$2,700,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,800,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$186,337
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$38,000
TOTAL	\$450,000	\$0	\$0	\$0	\$0	\$0	\$9,316,837

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 2013 carryover will be used to complete the storm drain in Camelback Road between 59th and 75th Avenues which is the last phase of the Bethany Home Outfall Channel project. Carryover funds are also available for the local draining problem and collector drain programs where needed. 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2180-Flood Control Construction **Category: 20%**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$6,617,554	\$4,005,214	\$3,845,966	\$3,686,650	\$3,527,265	\$3,367,812
Revenue						
Bond Proceeds^	0	0	0	0	0	30,865,000
Intergovernmental Revenue	0	0	0	0	0	7,500,000
Investment Income	2,670	1,973	1,892	1,812	1,732	4,530
Total Revenue:	2,670	1,973	1,892	1,812	1,732	38,369,530
Operating Expenses						
Advisor Fees	5,213	296	284	272	260	680
Total Operating Expenses:	5,213	296	284	272	260	680
Project Expenses	Carryover	New Funding				
Existing Assets						
<i>Improvement of Existing Assets</i>						
79004 Local Drainage Problems	717,185	0	0	0	0	5,293,992
79005 Collector Drains	560,008	0	0	0	0	0
79006 AZDES SD Permit	425,314	160,925	160,925	160,925	160,925	804,625
T2944 51st Ave. SD, Northern - Olive	0	0	0	0	0	2,668,340
Sub-Total - Existing Assets	1,702,507	160,925	160,925	160,925	160,925	8,766,957
New Assets						
79000 Bethany Home Outfall Channel	746,365	0	0	0	0	0
79001 Bethany Home SD, 58th - 51st	0	0	0	0	0	5,014,601
79007 Greenway SD, 59th - 67th	0	0	0	0	0	3,684,359
79013 Bethany Home SD, 79th-67th	0	0	0	0	0	10,608,840
T2910 Bethany Home SD, 67th-58th	0	0	0	0	0	8,221,654
T2940 Greenway SD, 51st-59th	0	0	0	0	0	3,684,074
T2945 *59th Ave & Thunderbird Rd SD	0	0	0	0	0	1,753,112
Sub-Total - New Assets	746,365	0	0	0	0	32,966,640
Total Project Expenses:	2,448,872	160,925	160,925	160,925	160,925	41,733,597
Total FY 2013 Funding:	2,609,797					
Estimated Ending Balance:	\$4,005,214	\$3,845,966	\$3,686,650	\$3,527,265	\$3,367,812	\$3,065

^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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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 extends existing storm drain systems.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$6,258	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$502,460	\$0	\$0	\$0	\$0	\$0	\$5,099,284
Finance Charges	\$46,035	\$0	\$0	\$0	\$0	\$0	\$23,715
Engineering Charges	\$121,510	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$32,625	\$0	\$0	\$0	\$0	\$0	\$50,993
Miscellaneous/Other	\$8,297	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$717,185	\$0	\$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 arterial and collector streets to mitigate drainage and flooding problems.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$560,008	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$560,008	\$0	\$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 SD 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$200,936	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$50,332	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$9,842	\$3,925	\$3,925	\$3,925	\$3,925	\$3,925	\$19,625
Engineering Charges	\$8,304	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$155,900	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$785,000
TOTAL	\$425,314	\$160,925	\$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.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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. Additionally the Northern Avenue storm drain will be extended from 47th Avenue to 43rd Avenue.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,200,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$41,340
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$22,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$220,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,668,340

Operating Description:

The storm drain will not require O and M.

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 also complete. This phase will complete the storm drain in Camelback Road from 75th to 59th Avenues.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$1,138	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$211,962	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$495,204	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$38,061	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$746,365	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility. The outfall channel will be maintained by the flood control district.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2180-Flood Control Construction

Category: 20%

Project: 79001 - Bethany Home SD, 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. The need for this project was identified in the Maryvale Area Drainage Management Plan that the County Flood District developed.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$112,551
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$79,550
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$82,500
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,014,601

Operating Description:

O and M will not occur until project is actually constructed in the future. Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: 79007 - Greenway SD, 59th - 67th (N)

Funding Source: General Obligation Bonds

Project Description:

Construct a storm drain at Greenway Road from 59th to 67th Avenues. Project includes catch basins and appurtenances. This project will intercept storm water flows east of 67th Avenue.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,640,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$89,869
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$58,090
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,400
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,684,359

Operating Description:

No additional O and M is needed.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2180-Flood Control Construction

Category: 20%

Project: 79013 - Bethany Home SD, 79th-67th (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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$785,840
TOTAL	\$0	\$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 SD, 67th-58th (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. The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$161,209
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$597,070
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$110,875
TOTAL	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2180-Flood Control Construction

Category: 20%

Project: T2940 - Greenway SD, 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,630,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$89,869
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$57,905
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$26,300
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$380,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,684,074

Operating Description:

Storm drain pipe requires little or no maintenance and in most cases will reduce existing maintenance because storm water does not pond in the street or other public facility.

Project: T2945* - 59th Ave & Thunderbird Rd SD (N)

Funding Source:

General Obligation Bonds

Project Description:

Project will construct a storm drain in 59th Avenue between the Thunderbird Road intersection and the Arizona Canal Drainage Channel.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,450,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$25,612
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$14,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,753,112

Operating Description:

No additional O and M is required for this project.

* New Project

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



2013-2022 CAPITAL IMPROVEMENT PLAN

Development Impact Fee Funds

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 on how DIF revenue can be used. For example cities cannot assess impact fees for general government or solid waste capital facilities. Under the new law municipalities were required to have a new fee structure incorporated with an effective date of January 1, 2012 that took into account the restrictions. Staff used the most recent DIF study adopted by Council as a basis for calculating the new fees. Funding from each DIF category is set aside in FY 2013 for a new study to be prepared that will incorporate the new DIF framework by August 1, 2014 as required by the law. The new law allows funding accumulated prior to January 1, 2012 to be used for any project that was eligible under the guidelines of the previous law until January 1, 2020. All FY 2013 and FY 2014 projects utilize funds accumulated before January 1, 2012.

Fund # - Name	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
1600 - Roadway Improvements	131,958	124,964	102,900	194,908	171,500	194,908	908,678
1520 - Citywide Open Space	215,473	46,216	44,000	44,000	0	0	80,000
1460 - Citywide Parks	0	2,216	0	2,350	0	2,350	5,140
1480 - Citywide Rec Facility	0	2,216	0	2,350	0	2,350	5,140
1540 - Park Dev Zone 1	39,632	2,216	0	2,350	0	2,350	5,140
1560 - Park Dev Zone 2	133,067	7,816	5,600	2,350	0	2,350	5,140
1580 - Park Dev Zone 3	31,395	7,516	6,000	2,350	0	2,350	5,140
1380 - Library Buildings	0	0	0	0	0	0	1,609,288
1500 - Libraries	0	213,265	200,000	214,073	200,000	214,703	2,484,259
1440 - Police Dept Facilities	0	10,919	0	11,584	0	11,584	25,329
1420 - Fire Protection Facilities	0	11,480	0	12,179	0	12,179	26,627
1620 - General Government	0	12,799	0	0	0	0	0
Total DIF Funds	\$551,525	\$441,623	\$358,500	\$488,494	\$371,500	\$445,124	\$5,159,881

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.

The DIF-Roadway Improvement Fund has contributed \$1M per year to cover a portion of debt service associated with growth related HURF projects; FY 2013 will be the last year this contribution is made.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. Being that Roadway Improvements continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

Carryover and new funding is also available for development agreements involving arterial streets and intersection such as improvements to curbs/gutters, sidewalks, street lights, traffic signals and landscaping where needed.



Project Name: Dev. Agree. - Signals
Funding Source: DIF
Fund #: 1600
Project #: 67803





FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1600-DIF-Roadway Improvements
Category: DIF

	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:	\$1,799,759	\$769,862	\$893,333	\$926,537	\$985,256	\$1,020,366
Revenue						
Development Impact Fees	221,284	223,497	225,732	227,989	227,989	1,128,658
Interest Income	5,741	2,874	2,380	2,230	2,029	11,433
Total Revenue:	227,025	226,371	228,112	230,219	230,017	1,140,091
Operating Expenses						
Transfer Out	1,000,000	0	0	0	0	0
Total Operating Expenses:	1,000,000	0	0	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
Replacement of Existing Assets						
67809 DIF Update	0	22,064	0	23,408	23,408	51,178
Sub-Total - Existing Assets	65,110	22,064	0	23,408	23,408	51,178
New Assets						
67803 Dev. Agree. - Signals	66,848	102,900	102,900	171,500	171,500	857,500
Sub-Total - New Assets	66,848	102,900	102,900	171,500	171,500	857,500
Total Project Expenses:	131,958	124,964	102,900	194,908	194,908	908,678
Total FY 2013 Funding:	256,922					
Estimated Ending Balance:	\$769,862	\$893,333	\$926,537	\$985,256	\$1,020,366	\$1,251,778

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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$65,110	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$65,110	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 1600-DIF-Roadway Improvements

Category: DIF
Project: 67809 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the roadway improvements portion of the DIF study and updates.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$22,064	\$0	\$23,408	\$0	\$23,408	\$51,178
TOTAL	\$0	\$22,064	\$0	\$23,408	\$0	\$23,408	\$51,178

Operating Description:

No additional 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$3,611	\$3,611	\$6,018	\$6,018	\$6,018	\$30,088
Design	\$0	\$6,319	\$6,319	\$10,531	\$10,531	\$10,531	\$52,654
Construction	\$66,848	\$82,538	\$82,538	\$137,563	\$137,563	\$137,563	\$687,814
Engineering Charges	\$0	\$2,804	\$2,804	\$4,674	\$4,674	\$4,674	\$23,370
Arts	\$0	\$825	\$825	\$1,376	\$1,376	\$1,376	\$6,878
Contingency	\$0	\$6,803	\$6,803	\$11,338	\$11,338	\$11,338	\$56,696
TOTAL	\$66,848	\$102,900	\$102,900	\$171,500	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	\$11,457	\$11,801	\$12,155	\$12,519	\$12,895	\$70,515
Equip. Maint.	\$5,729	\$5,901	\$6,078	\$6,260	\$6,448	\$35,261
TOTAL	\$17,186	\$17,702	\$18,233	\$18,779	\$19,343	\$105,776

* 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.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. Open Space is no longer an eligible category under the new DIF legislation; funds accumulated through January 1, 2011 will need to be utilized prior to January 1, 2020.

Currently, carryover funding will be used for trail/walkway improvements to accommodate increased use by residents from new and/or growing residential developments citywide. 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1520-DIF-Citywide Open Space **Category: DIF**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$503,249	\$243,129	\$200,169	\$157,005	\$157,819	\$158,635
Revenue						
Interest Income	1,569	1,040	836	814	816	3,058
Total Revenue:	1,569	1,040	836	814	816	3,058
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
Improvement of Existing Assets						
70452 Park Improvements - City Wide	33,128	0	0	0	0	0
70453 Discovery Park	113,965	21,000	21,000	21,000	0	35,000
70454 Pasadena Park	68,380	23,000	23,000	23,000	0	45,000
Replacement of Existing Assets						
70450 DIF Update	0	2,216	0	0	0	0
Sub-Total - Existing Assets	215,473	46,216	44,000	44,000	0	80,000
Total Project Expenses:	215,473	46,216	44,000	44,000	0	80,000
Total FY 2013 Funding:	261,689					
Estimated Ending Balance:	\$243,129	\$200,169	\$157,005	\$157,819	\$158,635	\$81,693

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 current Parks and Recreation 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$33,128	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$33,128	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1520-DIF-Citywide Open Space

Category: DIF

Project: 70453 - Discovery Park (I)

Funding Source:

Development Impact Fees

Project Description:

This project will create new amenities and infrastructure related to open space. Likely 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$98,070	\$18,071	\$18,071	\$18,071	\$0	\$0	\$30,118
Engineering Charges	\$6,474	\$1,193	\$1,193	\$1,193	\$0	\$0	\$1,988
Arts	\$982	\$181	\$181	\$181	\$0	\$0	\$301
Contingency	\$8,439	\$1,555	\$1,555	\$1,555	\$0	\$0	\$2,593
TOTAL	\$113,965	\$21,000	\$21,000	\$21,000	\$0	\$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:

This 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$58,842	\$19,792	\$19,792	\$19,792	\$0	\$0	\$38,724
Engineering Charges	\$3,883	\$1,306	\$1,306	\$1,306	\$0	\$0	\$2,556
Arts	\$589	\$198	\$198	\$198	\$0	\$0	\$387
Contingency	\$5,066	\$1,704	\$1,704	\$1,704	\$0	\$0	\$3,333
TOTAL	\$68,380	\$23,000	\$23,000	\$23,000	\$0	\$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:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the citywide open space and trails portion of the DIF study.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$2,216	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$2,216	\$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

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.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. Being that Roadway Improvements continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

Also in FY 2013, 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1460-DIF-Citywide Parks **Category: DIF**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$250,184	\$292,989	\$338,666	\$382,518	\$429,454	\$474,145
Revenue						
Development Impact Fees	44,096	44,537	44,982	45,432	45,432	224,912
Interest Income	925	1,140	1,220	1,504	1,608	9,556
Total Revenue:	45,021	45,677	46,202	46,936	47,040	234,468
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
Replacement of Existing Assets						
72502 DIF Update	0	2,216	0	2,350	2,350	5,140
Sub-Total - Existing Assets	0	2,216	0	2,350	2,350	5,140
Total Project Expenses:	0	2,216	0	2,350	2,350	5,140
Total FY 2013 Funding:	2,216					
Estimated Ending Balance:	\$292,989	\$338,666	\$382,518	\$429,454	\$474,145	\$703,473

PROJECT DETAIL: 1460-DIF-Citywide Parks **Category: DIF**

Project: 72502 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the citywide parks portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140
TOTAL	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1480-DIF-Citywide Rec Facility **Category: DIF**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$1,209,998	\$1,047,929	\$887,418	\$723,699	\$560,950	\$606,393
Revenue						
Development Impact Fees	44,096	44,537	44,982	45,432	45,432	224,912
Interest Income	4,568	4,248	3,362	2,794	2,361	13,323
Total Revenue:	48,664	48,785	48,344	48,226	47,793	238,235
Operating Expenses						
Transfer Out	208,517	209,296	209,713	210,975	0	0
Total Operating Expenses:	208,517	209,296	209,713	210,975	0	0
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
Replacement of Existing Assets						
72801 DIF Update	0	2,216	0	2,350	0	2,350
Sub-Total - Existing Assets	0	2,216	0	2,350	0	2,350
Total Project Expenses:	0	2,216	0	2,350	0	2,350
Total FY 2013 Funding:	2,216					
Estimated Ending Balance:	\$1,047,929	\$887,418	\$723,699	\$560,950	\$606,393	\$839,487

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility **Category: DIF**

Project: 72801 - DIF Update (R)

Funding Source: Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the citywide recreation facilities portion of the DIF study and updates.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140
TOTAL	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1540-DIF-Park Dev Zone 1
Category: DIF

	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:	\$136,840	\$115,525	\$136,263	\$154,888	\$176,185	\$195,176
Revenue						
Development Impact Fees	20,064	20,265	20,467	20,672	20,672	102,336
Interest Income	469	474	508	625	669	3,991
Total Revenue:	20,533	20,738	20,975	21,297	21,341	106,328
Project Expenses	Carryover	New Funding				
Existing Assets						
Improvement of Existing Assets						
73104 79th Ave & Orangewood	39,632	0	0	0	0	0
Replacement of Existing Assets						
73102 DIF Update	0	2,216	0	2,350	2,350	5,140
Sub-Total - Existing Assets	39,632	2,216	0	2,350	2,350	5,140
Total Project Expenses:	39,632	2,216	0	2,350	2,350	5,140
Total FY 2013 Funding:	41,848					
Estimated Ending Balance:	\$115,525	\$136,263	\$154,888	\$176,185	\$195,176	\$296,364

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 in the neighboring schools in the Glendale Elementary School District. The service area around this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$39,632	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$39,632	\$0	\$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:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the neighborhood parks zone 1 portion of the DIF study and updates.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140
TOTAL	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1560-DIF-Park Dev Zone 2

Category: DIF

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$186,550	\$60,343	\$69,303	\$81,659	\$96,568	\$109,149
Revenue						
Development Impact Fees	14,212	14,354	14,498	14,643	14,643	72,488
Interest Income	464	206	208	267	288	1,748
Total Revenue:	14,676	14,560	14,705	14,909	14,931	74,237
Project Expenses	Carryover	New Funding				
Existing Assets						
Improvement of Existing Assets						
73400 Park Improvements/Enhance	105,506	0	0	0	0	0
73404 Paseo Linear Park Additions	27,561	5,600	5,600	0	0	0
Replacement of Existing Assets						
73403 DIF Update	0	2,216	0	2,350	2,350	5,140
Sub-Total - Existing Assets	133,067	7,816	5,600	2,350	2,350	5,140
Total Project Expenses:	133,067	7,816	5,600	2,350	2,350	5,140
Total FY 2013 Funding:	140,883					
Estimated Ending Balance:	\$60,343	\$69,303	\$81,659	\$96,568	\$109,149	\$178,246

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2

Category: DIF

Project: 73400 - Park Improvements/Enhance (I)

Funding Source:

Development Impact Fees

Project Description:

The Parks and Recreation Department 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. Increased bicycle and general user traffic is creating the need for additional shade and rest nodes along the 4 mile trail system as well as repairs to the asphalt trail surface system.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Construction	\$105,506	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$105,506	\$0	\$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 into Paseo Linear Park.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Contingency	\$0	\$415	\$415	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$27,561	\$5,185	\$5,185	\$0	\$0	\$0	\$0
TOTAL	\$27,561	\$5,600	\$5,600	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for these projects.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2

Category: DIF

Project: 73403 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the neighborhood parks zone 2 portion of the DIF study and updates.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140
TOTAL	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1580-DIF-Park Dev Zone 3

Category: DIF

	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:	\$50,750	\$19,501	\$21,100	\$26,425	\$34,177	\$39,579
Revenue						
Development Impact Fees	7,524	7,599	7,675	7,752	7,752	38,376
Interest Income	138	0	0	0	0	0
Total Revenue:	7,662	7,599	7,675	7,752	7,752	38,376
Project Expenses						
	Carryover	New Funding				
Existing Assets						
Improvement of Existing Assets						
73704 Thunderbird Park Kiosks	31,395	5,300	6,000	0	0	0
Replacement of Existing Assets						
73702 DIF Update	0	2,216	0	2,350	2,350	5,140
Sub-Total - Existing Assets	31,395	7,516	6,000	2,350	2,350	5,140
Total Project Expenses:	31,395	7,516	6,000	2,350	2,350	5,140
Total FY 2013 Funding:	38,911					
Estimated Ending Balance:	\$19,501	\$21,100	\$26,425	\$34,177	\$39,579	\$72,816

PROJECT DETAIL: 1580-DIF-Park Dev Zone 3

Category: DIF

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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Contingency	\$1,481	\$393	\$444	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$29,914	\$4,907	\$5,556	\$0	\$0	\$0	\$0
TOTAL	\$31,395	\$5,300	\$6,000	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 73702 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the neighborhood parks zone 3 portion of the DIF study and updates.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140
TOTAL	\$0	\$2,216	\$0	\$2,350	\$0	\$2,350	\$5,140

Operating Description:

No additional 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.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. Being that Roadway Improvements continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

Impact fees collected prior to January 1, 2011 will continue to fund additional library material needed to meet residential growth. New restrictions prohibit the use of impact fees collected on or after this date for library materials. 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.

Project Name: Library Books – Pop. Growth
Funding Source: DIF
Fund #: 1500
Project #: 74751



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1380-DIF-Library Buildings **Category: DIF**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$1,739,461	\$1,746,584	\$1,754,594	\$1,762,623	\$1,771,551	\$1,780,502
Revenue						
Interest Income	7,123	8,010	8,029	8,928	8,951	24,591
Total Revenue:	7,123	8,010	8,029	8,928	8,951	24,591
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
New Assets						
74250 West Branch Library	0	0	0	0	0	1,609,288
Sub-Total - New Assets	0	0	0	0	0	1,609,288
Total Project Expenses:	0	0	0	0	0	1,609,288
Total FY 2013 Funding:	0					
Estimated Ending Balance:	\$1,746,584	\$1,754,594	\$1,762,623	\$1,771,551	\$1,780,502	\$195,805

PROJECT DETAIL: 1380-DIF-Library Buildings **Category: DIF**

Project: 74250 - West Branch Library (N)

Funding Source: Development Impact Fees

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 from projects 2160-74000 and 1500-74750. The total project cost is estimated at \$26,592,494 in FY 2018. 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 2018, it is anticipated that considerable redesign will be necessary.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,313,132
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$284,032
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$9,284
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$2,840
TOTAL	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1500-DIF-Libraries
Category: DIF

	FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:	\$3,150,542	\$3,033,756	\$2,931,871	\$2,816,014	\$2,715,721	\$2,599,921
Revenue						
Development Impact Fees	84,376	85,220	86,072	86,933	86,933	430,360
Interest Income	12,103	12,895	12,144	12,775	11,971	29,507
Total Revenue:	96,479	98,115	98,216	99,707	98,903	459,867
Project Expenses	Carryover	New Funding				
Existing Assets						
Replacement of Existing Assets						
74752 DIF Update	0	13,265	0	14,073	0	14,703
Sub-Total - Existing Assets	0	13,265	0	14,073	0	14,703
New Assets						
74750 West Branch Library/Books	0	0	0	0	0	1,953,490
74751 Library Books - Pop. Growth	0	200,000	200,000	200,000	200,000	500,000
Sub-Total - New Assets	0	200,000	200,000	200,000	200,000	2,453,490
Total Project Expenses:	0	213,265	200,000	214,073	200,000	2,484,259
Total FY 2013 Funding:	213,265					
Estimated Ending Balance:	\$3,033,756	\$2,931,871	\$2,816,014	\$2,715,721	\$2,599,921	\$575,529

PROJECT DETAIL: 1500-DIF-Libraries
Category: DIF
Project: 74752 - DIF Update (R)

Funding Source: Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the library portion of the DIF study and updates.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$13,265	\$0	\$14,073	\$0	\$14,703	\$30,769
TOTAL	\$0	\$13,265	\$0	\$14,073	\$0	\$14,703	\$30,769

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 1500-DIF-Libraries

Category: DIF
Project: 74750 - West Branch Library/Books (N)

Funding Source:

Development Impact Fees

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 from projects 1380-74250 and 2160-74000. The total project cost is estimated at \$26,592,494 in FY 2018. 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 2018, it is anticipated that considerable redesign will be necessary.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$334,606
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,532,703
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$10,854
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$15,327
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,953,490

Operating Description:

Refer to Library Project No. 2160-74000 for O and M impact.

Project: 74751 - Library Books - Pop. Growth (N)

Funding Source:

Development Impact Fees

Project Description:

Request is for funds to continue the phased-in approach of increasing the number of library material at the three Glendale libraries, related to the growth of the city.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$500,000
TOTAL	\$0	\$200,000	\$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.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. Being that Roadway Improvements continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

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. Currently there are no capital projects planned that utilize DIF revenue; 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1440-DIF-Police Dept Facilities **Category: DIF**

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$1,180,094	\$1,236,886	\$1,305,935	\$1,364,141	\$1,435,378	\$1,495,161
Revenue						
Development Impact Fees	63,886	64,525	65,170	65,822	65,822	325,851
Interest Income	3,825	4,524	4,620	5,415	5,545	29,524
Total Revenue:	67,711	69,049	69,790	71,237	71,367	355,375
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77300 DIF Update	0	10,919	0	11,584	0	11,584
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>10,919</i>	<i>0</i>	<i>11,584</i>	<i>0</i>	<i>11,584</i>
Total Project Expenses:	0	10,919	0	11,584	0	11,584
Total FY 2013 Funding:	10,919					
Estimated Ending Balance:	\$1,236,886	\$1,305,935	\$1,364,141	\$1,435,378	\$1,495,161	\$1,825,207

PROJECT DETAIL: 1440-DIF-Police Dept Facilities **Category: DIF**

Project: 77300 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the police facilities portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$10,919	\$0	\$11,584	\$0	\$11,584	\$25,329
TOTAL	\$0	\$10,919	\$0	\$11,584	\$0	\$11,584	\$25,329

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1420-DIF-Fire Protection Facilities
Category: DIF

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$58,078	\$129,121	\$212,371	\$284,242	\$369,266	\$442,274
Revenue						
Development Impact Fees	81,867	82,686	83,513	84,348	84,348	417,564
Interest Income	656	564	538	676	839	6,591
Total Revenue:	82,523	83,250	84,051	85,024	85,187	424,155
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77001 DIF Update	0	11,480	0	12,179	0	12,179
<i>Sub-Total - Existing Assets</i>	0	11,480	0	12,179	0	12,179
Total Project Expenses:	0	11,480	0	12,179	0	12,179
Total FY 2013 Funding:	11,480					
Estimated Ending Balance:	\$129,121	\$212,371	\$284,242	\$369,266	\$442,274	\$839,802

PROJECT DETAIL: 1420-DIF-Fire Protection Facilities
Category: DIF
Project: 77001 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the fire facilities portion of the DIF study and updates.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$0	\$11,480	\$0	\$12,179	\$0	\$12,179	\$26,627
TOTAL	\$0	\$11,480	\$0	\$12,179	\$0	\$12,179	\$26,627

Operating Description:

No additional 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.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. General Government is no longer an eligible category under the new DIF legislation; funds accumulated through January 1, 2011 will need to be utilized prior to January 1, 2020. Currently there are no capital projects planned that utilize DIF revenue; potential eligible uses of the remaining fund balance will be evaluated over the next FY.



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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1620-DIF-General Government
Category: DIF

	<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Estimated Beginning Balance:	\$181,737	\$169,681	\$170,483	\$171,287	\$172,179	\$173,073
Revenue						
Interest Income	743	802	804	892	894	4,481
Total Revenue:	743	802	804	892	894	4,481
Project Expenses	<u>Carryover</u>	<u>New Funding</u>				
Existing Assets						
<i>Replacement of Existing Assets</i>						
77753 DIF Update	0	12,799	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>12,799</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Project Expenses:	0	12,799	0	0	0	0
Total FY 2013 Funding:	12,799					
Estimated Ending Balance:	\$169,681	\$170,483	\$171,287	\$172,179	\$173,073	\$177,553

PROJECT DETAIL: 1620-DIF-General Government
Category: DIF
Project: 77753 - DIF Update (R)

Funding Source:

Development Impact Fees

Project Description:

Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. The city will no longer receive DIF revenue since General Government is no longer eligible under the new legislation.

Capital Costs:

	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$0	\$12,799	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$12,799	\$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

2013-2022 CAPITAL IMPROVEMENT PLAN
Enterprise and Other Funds



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, Camelback Ranch and Glendale 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
2360 - Water & Sewer	7,424,962	3,368,453	9,292,667	3,835,090	3,172,927	2,387,788	29,835,837
2400 - Water	6,763,884	4,863,030	7,694,660	3,501,200	6,001,200	9,345,653	70,525,423
2420 - Sewer	4,175,034	5,345,950	3,213,364	9,054,745	12,573,014	9,052,581	54,280,076
2210 - Transportation Construction	26,181,132	8,721,725	8,578,438	8,539,427	3,905,665	3,265,700	60,289,524
2000 - HURF/Street Bonds	0	0	0	0	0	0	12,076,659
1340 - HURF/Streets Fund	0	0	0	0	0	0	290,000
1650 - Transportation Grants	5,479,235	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480 - Sanitation	0	1,280,000	2,622,200	3,068,000	3,778,990	4,289,069	10,469,365
2440 - Landfill	545,175	2,224,373	1,116,101	14,361,820	14,026,406	1,434,360	9,377,115
2120 - Airport Capital Grants	15,888,604	150,638	438,750	450,000	6,669,600	8,190,000	0
1840 - Other Federal & State Grants	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000 - General Fund	0	465,300	50,000	50,000	50,000	50,000	800,071
1283 - Camelback Ranch Events	10,732	247,474	0	0	0	0	0
1740 - Civic Center	200,000	50,000	50,000	50,000	50,000	50,000	4,145,734
2150 - Technology Infrastructure	0	0	0	0	0	0	29,865,625
1220 - Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
Total Enterprise/Other Funds	\$66,668,758	\$30,866,943	\$37,206,180	\$47,060,282	\$54,377,802	\$42,215,151	\$302,705,429



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 2013-2022 budget reflects recommendations from the Red Oak rate study completed in 2012.

The combined Water/Sewer Fund (2360) reflects continued and new funding in FY 2013 for upgrades at the Arrowhead Water Reclamation Facility to ensure regulatory requirements are met.

FY 2013 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 2013 also includes funding for citywide water line replacement where needed and part ownership of a New River/Agua Fria underground storage facility which provides additional recharge capacity for the city.

In FY 2013, 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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



FUND SUMMARY: 2360-Water & Sewer

Category: Revenue

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
Improvement of Existing Assets							
60007 Arrwhd Wtr Reclam Fac Imps	6,991,104	2,968,453	7,372,726	3,835,090	1,741,227	1,808,151	18,439,099
Replacement of Existing Assets							
60001 Water Quality Instruments	0	100,000	0	0	350,000	0	335,000
60009 West Area WRF Service Wtr Sys.	149,594	0	0	0	0	0	0
60010 Lab Data Management System	0	300,000	0	0	0	0	0
T2270 WAWRF Fine Screen Replacement	0	0	752,950	0	0	0	0
T2280 WAWRF Odor Control Replacement	0	0	0	0	1,081,700	0	0
T2283 Computerized Maint. Mgmt Sys.	0	0	0	0	0	579,637	3,260,718
T2284 Radio Phase IV Equipment	0	0	848,720	0	0	0	983,000
Sub-Total - Existing Assets	7,140,698	3,368,453	8,974,396	3,835,090	3,172,927	2,387,788	23,017,817
New Assets							
60008 WAWRF Phase IV	284,264	0	318,271	0	0	0	6,818,020
Sub-Total - New Assets	284,264	0	318,271	0	0	0	6,818,020
Total Project Expenses:	\$7,424,962	\$3,368,453	\$9,292,667	\$3,835,090	\$3,172,927	\$2,387,788	\$29,835,837
Total FY 2013 Funding:		\$10,793,415					

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 headworks 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$707,448	\$2,300,000	\$1,055,000	\$300,000	\$320,000	\$320,000	\$3,200,000
Construction	\$5,580,546	\$350,000	\$5,580,000	\$3,100,000	\$1,250,000	\$1,300,000	\$14,600,000
Finance Charges	\$85,453	\$39,750	\$99,525	\$51,000	\$23,550	\$24,300	\$243,000
Engineering Charges	\$57,021	\$10,203	\$25,545	\$13,090	\$6,045	\$6,237	\$68,530
Arts	\$0	\$3,500	\$55,800	\$31,000	\$12,500	\$13,000	\$146,000
Contingency	\$560,575	\$265,000	\$556,856	\$340,000	\$129,132	\$144,614	\$181,569
Miscellaneous/Other	\$61	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$6,991,104	\$2,968,453	\$7,372,726	\$3,835,090	\$1,741,227	\$1,808,151	\$18,439,099

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

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. FY 2013 funding is for replacement of an inductively coupled plasma instrument for metals analysis.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$0	\$100,000	\$0	\$0	\$350,000	\$0	\$335,000
TOTAL	\$0	\$100,000	\$0	\$0	\$350,000	\$0	\$335,000

Operating Description:

No additional O & M is required for this project.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$131,594	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$9,840	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$820	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$7,340	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$149,594	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 60010 - 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$17,510	\$18,035	\$18,576	\$19,134	\$104,631
TOTAL	\$0	\$17,510	\$18,035	\$18,576	\$19,134	\$104,631

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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 (WAWRF) 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$580,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$29,400	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$5,800	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$87,750	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$752,950	\$0	\$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 or prevent odor complaints. Elements of the odor control system will require rehabilitation or replacement due to normal wear and tear.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$839,000	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$0	\$40,377	\$0	\$0
Arts	\$0	\$0	\$0	\$0	\$8,390	\$0	\$0
Contingency	\$0	\$0	\$0	\$0	\$93,933	\$0	\$0
TOTAL	\$0	\$0	\$0	\$0	\$1,081,700	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2360-Water & Sewer

Category: Revenue

Project: T2283 - Computerized Maint. Mgmt Sys. (R)

Funding Source: Water & Sewer Revenues

Project Description:

A computerized maintenance management system (CMMS) will be used 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.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$15,000	\$22,000
Construction	\$0	\$0	\$0	\$0	\$0	\$495,000	\$2,800,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$45,300
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$9,435	\$52,207
Arts	\$0	\$0	\$0	\$0	\$0	\$4,950	\$28,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$55,252	\$313,211
TOTAL	\$0	\$0	\$0	\$0	\$0	\$579,637	\$3,260,718

Operating Description:

New O and M costs are needed to support the new programs. A supplemental budget request will be submitted once the project is complete. The \$40,000 is for two years of software maintenance.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$40,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$40,000

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$0	\$0	\$749,000	\$0	\$0	\$0	\$868,000
Engineering Charges	\$0	\$0	\$26,964	\$0	\$0	\$0	\$31,248
Arts	\$0	\$0	\$7,490	\$0	\$0	\$0	\$8,680
Contingency	\$0	\$0	\$65,266	\$0	\$0	\$0	\$75,072
TOTAL	\$0	\$0	\$848,720	\$0	\$0	\$0	\$983,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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 2015 and beyond includes an engineering assessment, design and construction of 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 Damon S. Williams Associates (DSWA).

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$60,000	\$0	\$0	\$0	\$5,000,000
Construction	\$256,728	\$0	\$220,000	\$0	\$0	\$0	\$1,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Engineering Charges	\$0	\$0	\$3,820	\$0	\$0	\$0	\$88,680
Arts	\$2,567	\$0	\$2,200	\$0	\$0	\$0	\$15,000
Contingency	\$24,969	\$0	\$32,251	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$114,340
TOTAL	\$284,264	\$0	\$318,271	\$0	\$0	\$0	\$6,818,020

Operating Description:

An expanded facility is estimated to require two new plant operators and one senior plant maintenance mechanic once construction nears completion. Other additional operating expenses are projected as a result of increases in supplies (chemicals) \$200,000, (2) utilities of \$300,000, and (3) equipment maintenance \$66,000. No new telephones, PCs or vehicles will be required. A supplemental will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$865,692
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$260,955
Utilities	\$0	\$0	\$0	\$0	\$0	\$391,432
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$86,115
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,604,194

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2400-Water **Category: Revenue**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
61023 Water System Security	112,169	0	0	0	0	0	3,009,012
61024 Cholla Water Plant Process Imp	400,000	0	500,000	0	0	0	0
61036 Zn4 Groundwater Trtment Plant	1,748,165	0	0	0	0	0	22,168,476
61045 Thunderbird Reservoir Misc. Im	180,000	0	0	0	0	0	0
61046 SRP Well Imp	280,000	0	0	0	0	0	0
61047 Citywide Meter Vault Imp	125,000	250,000	0	0	0	0	0
61048 *City Wide Well Rehab	0	600,000	800,000	0	0	0	0
T3540 WTPs Chlorine Gas Elimination	0	0	0	0	0	0	9,344,653
T3555 Fiber Optic Cable at Reservoir	0	0	0	0	0	0	225,000
T3561 Northern Ave PRV Station Reloc	0	0	0	0	0	0	200,000
T3563 *Pyramid Peak Trains Improv	0	0	0	0	0	0	9,109,792
<i>Replacement of Existing Assets</i>							
61001 Fire Hydrant Replacement	596,074	0	0	301,200	301,200	300,200	0
61012 Citywide Irrigation System	0	0	0	200,000	200,000	200,000	200,000
61013 Water Line Replacement	689,992	2,000,000	0	2,000,000	3,500,000	3,500,000	14,000,000
61015 Outer Loop Effluent Line	0	0	0	0	0	1,600,000	2,600,000
61043 Pyramid Pk WTP Train #1 Equip	100,000	0	0	0	0	0	0
T3550 Hillcrest Ranch Booster Rehab	0	0	0	0	0	0	2,388,015
Sub-Total - Existing Assets	4,231,400	2,850,000	1,300,000	2,501,200	4,001,200	5,600,200	63,244,948
New Assets							
61009 Drinking Water Well Head Trmt	0	0	0	0	0	0	1,775,000
61019 Storage and Recovery Well	0	0	0	0	0	745,453	4,005,475
61021 N River/Agua Fria Storage Proj	1,257,030	1,257,030	0	0	0	0	0
61027 Water Line Extension	0	0	0	1,000,000	2,000,000	3,000,000	1,500,000
61038 Loop 101 Water Treatment Plant	0	756,000	0	0	0	0	0
61044 New River Waterline Crossing	1,275,454	0	0	0	0	0	0
T3552 Additional Water Supply	0	0	6,394,660	0	0	0	0
Sub-Total - New Assets	2,532,484	2,013,030	6,394,660	1,000,000	2,000,000	3,745,453	7,280,475
Total Project Expenses:	\$6,763,884	\$4,863,030	\$7,694,660	\$3,501,200	\$6,001,200	\$9,345,653	\$70,525,423
Total FY 2013 Funding:		\$11,626,914					

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue
Project: 61023 - Water System Security (I)
Funding Source: Water & Sewer Revenues

Project Description:

This project includes the installation of equipment to further enhance security of the city's water supply, treatment plants and distribution system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Construction	\$103,434	\$0	\$0	\$0	\$0	\$0	\$2,190,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,600
Engineering Charges	\$8,735	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$21,900
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$252,512
TOTAL	\$112,169	\$0	\$0	\$0	\$0	\$0	\$3,009,012

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 continue to meet regulatory requirements. The improvements include the installation of new variable frequency drive systems, odor control, solids handling facility repair and improvements, and reservoir lining rehabilitation or replacement.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$70,000	\$0	\$60,000	\$0	\$0	\$0	\$0
Construction	\$275,000	\$0	\$364,700	\$0	\$0	\$0	\$0
Engineering Charges	\$14,835	\$0	\$20,810	\$0	\$0	\$0	\$0
Arts	\$2,750	\$0	\$3,647	\$0	\$0	\$0	\$0
Contingency	\$37,415	\$0	\$50,843	\$0	\$0	\$0	\$0
TOTAL	\$400,000	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61036 - Zn4 Groundwater Trtment Plant (I)

Funding Source: Water & Sewer Revenues

Project Description:

This 10 million gallons per day (MGD) Groundwater Treatment Plant was identified in the "Comprehensive Water Facilities Planning and Design" report by Black & Veatch 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$543,895	\$0	\$0	\$0	\$0	\$0	\$1,900,000
Construction	\$1,160,509	\$0	\$0	\$0	\$0	\$0	\$17,900,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$297,000
Engineering Charges	\$43,761	\$0	\$0	\$0	\$0	\$0	\$120,780
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$179,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,771,696
TOTAL	\$1,748,165	\$0	\$0	\$0	\$0	\$0	\$22,168,476

Operating Description:

The new O and M costs reflect the need for additional staff, chemicals and utilities beginning 7/1/2020 . Staffing includes three plant operator 1's. This equals to \$149,145 per years for all three with benefits. 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$298,290
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$887,760
Utilities	\$0	\$0	\$0	\$0	\$0	\$134,500
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$11,950
Insurance	\$0	\$0	\$0	\$0	\$0	\$15,780
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,348,280

Project: 61045 - 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$73,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$7,497	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$800	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$18,703	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$180,000	\$0	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue

Project: 61046 - SRP Well Imp (I)

Funding Source: Water & Sewer Revenues

Project Description:

The project will include the rehabilitation of various Salt River Project wells in water zones 1 and 2 to meet the drinking water standards.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$198,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$11,907	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,980	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$23,113	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 61047 - 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. Meter vaults are the structure that house the meters.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$106,000	\$212,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$6,996	\$13,992	\$0	\$0	\$0	\$0	\$0
Arts	\$1,060	\$2,120	\$0	\$0	\$0	\$0	\$0
Contingency	\$10,944	\$21,888	\$0	\$0	\$0	\$0	\$0
TOTAL	\$125,000	\$250,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 61048* - City Wide Well Rehab (I)

Funding Source: Water & Sewer Revenues

Project Description:

This project is to rehabilitate or replace the existing City Well No. 5 which will be used as a recharge well to enhance water quality within the water distribution system and help the city obtain groundwater recharge credit.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$240,000	\$240,000	\$0	\$0	\$0	\$0
Construction	\$0	\$271,000	\$450,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$7,665	\$12,600	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$18,296	\$24,704	\$0	\$0	\$0	\$0
Arts	\$0	\$2,710	\$4,500	\$0	\$0	\$0	\$0
Contingency	\$0	\$60,329	\$68,196	\$0	\$0	\$0	\$0
TOTAL	\$0	\$600,000	\$800,000	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,900,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$124,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$69,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$758,653
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$9,344,653

Operating Description:

Based on a start date of 7/1/2019 additional annual inflated cost for supplies will be \$76,028 and electricity will be \$57,021. Costs are based on engineering studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$76,028
Utilities	\$0	\$0	\$0	\$0	\$0	\$57,021
TOTAL	\$0	\$0	\$0	\$0	\$0	\$133,049

Project: T3555 - Fiber Optic Cable at Reservoir (I)

Funding Source: Water & Sewer Revenues

Project Description:

This project includes 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000

Operating Description:

A supplemental budget request will be submitted once the project is near completion.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue

Project: T3561 - Northern Ave PRV Station Reloc (I)

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 such as trihalomethanes formation.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$48,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$124,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$1,240
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$15,760
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000

Operating Description:

No additional O and M is needed for this project.

Project: T3563* - Pyramid Peak Trains Improv (I)

Funding Source: Water & Sewer Revenues

Project Description:

This project will include engineering evaluation, design and construction of existing treatment trains improvements. The original equipment will be over 20 years old and will be nearing the end of its useful life.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,600,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,250,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$117,750
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$62,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$987,042
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$9,109,792

Operating Description:

No additional O and M is needed for this project.

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, 349 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$520,571	\$0	\$0	\$262,000	\$262,000	\$262,000	\$0
Engineering Charges	\$23,843	\$0	\$0	\$13,200	\$13,200	\$13,200	\$0
Arts	\$5,206	\$0	\$0	\$2,620	\$2,620	\$2,620	\$0
Contingency	\$46,454	\$0	\$0	\$23,380	\$23,380	\$22,380	\$0
TOTAL	\$596,074	\$0	\$0	\$301,200	\$301,200	\$300,200	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2400-Water

Category: Revenue

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000
TOTAL	\$0	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000

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, 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$209,957	\$200,000	\$0	\$200,000	\$330,000	\$330,000	\$2,300,000
Construction	\$370,492	\$1,550,800	\$0	\$1,550,800	\$2,730,000	\$2,730,000	\$10,000,000
Finance Charges	\$0	\$26,262	\$0	\$26,262	\$45,900	\$45,900	\$184,500
Engineering Charges	\$5,397	\$9,744	\$0	\$9,744	\$17,030	\$17,030	\$68,453
Arts	\$7,455	\$15,508	\$0	\$15,508	\$27,300	\$27,300	\$100,000
Contingency	\$96,691	\$197,686	\$0	\$197,686	\$349,770	\$349,770	\$1,347,047
TOTAL	\$689,992	\$2,000,000	\$0	\$2,000,000	\$3,500,000	\$3,500,000	\$14,000,000

Operating Description:

No additional O and M is needed for this project.

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 applicable rehabilitation to ensure effluent transmission system integrity and reliability.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
Construction	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,970,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$21,000	\$34,050
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$25,900	\$41,995
Arts	\$0	\$0	\$0	\$0	\$0	\$11,000	\$19,700
Contingency	\$0	\$0	\$0	\$0	\$0	\$142,100	\$234,255
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,600,000	\$2,600,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2400-Water

Category: Revenue
Project: 61043 - Pyramid Pk WTP Train #1 Equip (R)

Funding Source: Water & Sewer Revenues

Project Description:

This project will include equipment 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$89,500	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$1,645	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$8,855	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0

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:

Hillcrest Ranch booster station will be rehabilitated to ensure the station operates effectively and efficiently. This booster station will provide an emergency backup supply for the Zone 3 Water Pressure Zone. Zone 3 is in the northernmost part of the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,650,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$31,500
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$16,500
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$185,015
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,388,015

Operating Description: No additional O and M is needed for this project.

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 for 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$140,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$23,100
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$14,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$154,900
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,775,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 groundwater recharge and recovery wells for the purpose of recharging effluent and/or "recovering" recharge credits by pumping groundwater resulting in cost savings for the city..

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$500,000	\$500,000
Construction	\$0	\$0	\$0	\$0	\$0	\$148,000	\$3,300,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$9,720	\$57,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$11,988	\$70,300
Arts	\$0	\$0	\$0	\$0	\$0	\$1,480	\$33,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$74,265	\$45,175
TOTAL	\$0	\$0	\$0	\$0	\$0	\$745,453	\$4,005,475

Operating Description:

O and M projected start date January 2, 2019. Ongoing O and M before inflationary increases \$68,870. Additional O and M expenses are related to \$33,831 in chemical supplies, \$24,165 in utility expenses, and \$10, 874 for equipment maintenance based on pilot studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$33,831
Utilities	\$0	\$0	\$0	\$0	\$0	\$24,165
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$10,874
TOTAL	\$0	\$0	\$0	\$0	\$0	\$68,870

Project: 61021 - N River/Agua Fria Storage Proj (N)

Funding Source: Water & Sewer Revenues

Project Description:

Maintain 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 West Area Water Reclamation Facility.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$1,257,030	\$1,257,030	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,257,030	\$1,257,030	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$900,000	\$400,000	\$400,000
Construction	\$0	\$0	\$0	\$875,000	\$860,000	\$2,000,000	\$915,000
Finance Charges	\$0	\$0	\$0	\$13,125	\$26,400	\$36,000	\$19,725
Engineering Charges	\$0	\$0	\$0	\$12,746	\$25,638	\$34,961	\$19,156
Arts	\$0	\$0	\$0	\$8,750	\$8,600	\$20,000	\$9,150
Contingency	\$0	\$0	\$0	\$90,379	\$179,362	\$509,039	\$136,969
TOTAL	\$0	\$0	\$0	\$1,000,000	\$2,000,000	\$3,000,000	\$1,500,000

Operating Description:

No additional O and M is needed for this project.

Project: 61038 - Loop 101 Water Treatment Plant (N)

Funding Source: Water & Sewer Revenues

Project Description:

Land for the Loop 101 water treatment plant was purchased in FY 2009 with payments from FY 2009 through FY 2013. The funding allocated in FY 2013 is for the final land purchase payment. The design and construction of the new plant has been deferred beyond FY 2022 due to reduced growth estimates.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$756,000	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$756,000	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$198,000	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$887,454	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$41,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$9,100	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$121,900	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,275,454	\$0	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 \$6,394,660 represents the cost of acquiring a 100-year lease of water rights per the White Mountain Apache Tribe Water Settlement anticipated in FY 2014.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$94,660	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$6,300,000	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$6,394,660	\$0	\$0	\$0	\$0

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 2015, O and M costs are projected to be \$335,546 per year. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$335,546	\$345,612	\$355,981	\$1,946,649
TOTAL	\$0	\$0	\$335,546	\$345,612	\$355,981	\$1,946,649

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2420-Sewer **Category: Revenue**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
63006 Arrowhead Sewer Lines	0	0	0	1,719,575	2,035,490	0	0
63007 Sewer 99th Ave. W. Water Meter	0	0	0	0	0	0	5,389,952
63010 91st Ave. Construction	0	700,000	500,000	1,077,500	2,800,000	1,015,000	4,060,000
63020 Security Enhance Wastewtr Ops	0	0	0	0	0	0	8,756,702
63023 City Wide Sewer Odor Control	0	0	0	770,000	1,112,000	0	0
<i>Replacement of Existing Assets</i>							
63003 99th Ave Interceptor Line	0	345,000	392,000	1,431,034	2,100,000	2,100,000	0
63016 Sewer Line Replacement	2,576,429	3,316,586	0	3,435,272	3,503,190	3,503,190	14,006,697
63018 Camelback Swr Rehab	1,000,001	0	0	0	0	0	0
63021 Sweetwater & 55th Ave SLS	0	463,000	1,600,000	0	0	0	0
63024 Citywide Manhole Rehab	56,888	521,364	521,364	521,364	521,364	0	0
Sub-Total - Existing Assets	3,633,318	5,345,950	3,013,364	8,954,745	12,072,044	6,618,190	32,213,351
New Assets							
63000 67th-115th, Northern-C'Back	0	0	0	0	0	0	11,887,985
63008 Sewers for Areas on Septic Sys	231,787	0	200,000	0	0	0	0
63015 CMOM Implementation	0	0	0	100,000	0	0	0
63017 Sewer Line Extension	309,929	0	0	0	0	0	1,600,000
T3610 Bethany Hme Rd Interceptor	0	0	0	0	0	0	4,911,877
T3611 Glendale Ave 93rd-99th Ave	0	0	0	0	0	0	1,118,591
T3612 Influent Pump Sta (RSPS) Imp	0	0	0	0	500,970	2,434,391	2,548,272
Sub-Total - New Assets	541,716	0	200,000	100,000	500,970	2,434,391	22,066,725
Total Project Expenses:	\$4,175,034	\$5,345,950	\$3,213,364	\$9,054,745	\$12,573,014	\$9,052,581	\$54,280,076
Total FY 2013 Funding:		\$9,520,984					

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$350,000	\$480,000	\$0	\$0
Construction	\$0	\$0	\$0	\$1,158,000	\$1,300,000	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$22,620	\$26,700	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$27,898	\$32,930	\$0	\$0
Arts	\$0	\$0	\$0	\$11,580	\$13,000	\$0	\$0
Contingency	\$0	\$0	\$0	\$149,477	\$182,860	\$0	\$0
TOTAL	\$0	\$0	\$0	\$1,719,575	\$2,035,490	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 63007 - Sewer 99th Ave. W. Water Meter (I)
Funding Source: Water & Sewer Revenues

Project Description:

The existing meter station, GL03, is located within the 99th Avenue Alignment and needs to be relocated due to safety reasons. 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 the Sub-Regional Operating Group (SROG) standards.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,015,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,680,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$70,425
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$86,858
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$36,800
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$500,869
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,389,952

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. O and M projected start date July 1, 2019. Ongoing O and M before inflationary increases \$41,864 yearly. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	\$0	\$0	\$0	\$0	\$0	\$20,934
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$104,658
TOTAL	\$0	\$0	\$0	\$0	\$0	\$125,592

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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 to the Regional 91st Ave Wastewater Treatment Plant (WWTP) of which Glendale is part owner as a 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.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$7,500	\$42,000	\$15,000	\$60,000
Miscellaneous/Other	\$0	\$700,000	\$500,000	\$1,070,000	\$2,758,000	\$1,000,000	\$4,000,000
TOTAL	\$0	\$700,000	\$500,000	\$1,077,500	\$2,800,000	\$1,015,000	\$4,060,000

Operating Description: No additional O and M is needed for this project.

Project: 63020 - Security Enhance Wastewtr Ops (I)

Funding Source: Water & Sewer Revenues

Project Description:

Provide 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 from remote locations.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$114,750
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$829,452
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$8,756,702

Operating Description: No additional O and M is needed.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$575,000	\$975,000	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$18,563	\$26,813	\$0	\$0
Arts	\$0	\$0	\$0	\$5,750	\$9,750	\$0	\$0
Contingency	\$0	\$0	\$0	\$70,687	\$100,437	\$0	\$0
TOTAL	\$0	\$0	\$0	\$770,000	\$1,112,000	\$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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2420-Sewer

Category: Revenue

Project: 63003 - 99th Ave Interceptor Line (R)

Funding Source: Water & Sewer Revenues

Project Description:

The Sewer Condition Assessment Study conducted by Project Engineering Consultants recommended that the 99th Avenue sewer line be repaired or rehabilitated by the Sub-Regional Operating Group (SROG) partners. 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$31,034	\$31,034	\$0	\$0
Miscellaneous/Other	\$0	\$345,000	\$392,000	\$1,400,000	\$2,068,966	\$2,100,000	\$0
TOTAL	\$0	\$345,000	\$392,000	\$1,431,034	\$2,100,000	\$2,100,000	\$0

Operating Description: No additional O and M is needed.

Project: 63016 - Sewer Line Replacement (R)

Funding Source: Water & Sewer Revenues

Project Description:

Replacement and/or rehabilitation of existing sanitary sewer lines and manholes as identified by the Sewer Evaluation Study prepared by HDR and Camp, Dresser and McKee (CDM) Engineers. Projects will be developed as funds are available.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$280,000	\$0	\$290,000	\$300,000	\$300,000	\$700,000
Construction	\$2,086,440	\$2,520,000	\$0	\$2,610,000	\$2,700,000	\$2,700,000	\$10,300,000
Finance Charges	\$39,825	\$42,000	\$0	\$43,500	\$45,000	\$45,000	\$165,000
Engineering Charges	\$0	\$15,048	\$0	\$15,586	\$16,123	\$16,123	\$59,119
Arts	\$26,550	\$25,200	\$0	\$26,100	\$27,000	\$27,000	\$103,000
Contingency	\$423,614	\$434,338	\$0	\$450,086	\$415,067	\$415,067	\$2,679,578
TOTAL	\$2,576,429	\$3,316,586	\$0	\$3,435,272	\$3,503,190	\$3,503,190	\$14,006,697

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 (CDM) in 2008 identified the sewer segments and manholes that need to be rehabilitated or replaced.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$1,000,001	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,000,001	\$0	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer

Category: Revenue
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 upgrades to ensure continued system reliability, sufficient treatment capacity, safety, and public health. This project includes the design and construction for the improvements and rehabilitation of the upstream sewer line and lift station including new submersible pumps, valves, piping, and electrical system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$288,000	\$200,000	\$0	\$0	\$0	\$0
Construction	\$0	\$120,000	\$1,200,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$6,120	\$21,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$11,220	\$38,500	\$0	\$0	\$0	\$0
Arts	\$0	\$1,200	\$12,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$36,460	\$128,500	\$0	\$0	\$0	\$0
TOTAL	\$0	\$463,000	\$1,600,000	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 63024 - 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 Sewer Master Plan and Evaluation by Camp, Dresser, and McKee (CDM).

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$48,343	\$500,000	\$500,000	\$500,000	\$500,000	\$0	\$0
Engineering Charges	\$6,545	\$16,364	\$16,364	\$16,364	\$16,364	\$0	\$0
Arts	\$2,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0
TOTAL	\$56,888	\$521,364	\$521,364	\$521,364	\$521,364	\$0	\$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 HDR West Area Sewer Depth Study. This project will provide deeper outfall sewers for development in the area and will relieve or replace existing sewers that have inadequate slope.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$2,040,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,600,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$129,900
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$115,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$86,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$917,085
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$11,887,985

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0
Construction	\$231,787	\$0	\$140,000	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$11,000	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$1,400	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$17,600	\$0	\$0	\$0	\$0
TOTAL	\$231,787	\$0	\$200,000	\$0	\$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 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. Work completed includes the development of an infrastructure inventory of sanitary sewer manholes by means of the Global Positioning Satellite System (GPS).

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$82,900	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$9,119	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$7,981	\$0	\$0	\$0
TOTAL	\$0	\$0	\$0	\$100,000	\$0	\$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 is needed. These extensions will transfer wastewater from new developments.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$309,929	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$50,400
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$14,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$135,600
TOTAL	\$309,929	\$0	\$0	\$0	\$0	\$0	\$1,600,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2420-Sewer

Category: Revenue

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,720,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$65,550
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$80,845
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$37,200
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$358,282
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$4,911,877

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.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$785,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$14,175
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,635
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$7,850
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$110,931
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,118,591

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$460,000	\$220,000	\$220,000
Construction	\$0	\$0	\$0	\$0	\$0	\$1,920,000	\$2,000,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$32,100	\$35,000
Engineering Charges	\$0	\$0	\$0	\$0	\$8,510	\$39,590	\$41,070
Arts	\$0	\$0	\$0	\$0	\$0	\$19,200	\$20,000
Contingency	\$0	\$0	\$0	\$0	\$32,460	\$203,501	\$232,202
TOTAL	\$0	\$0	\$0	\$0	\$500,970	\$2,434,391	\$2,548,272

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

2013-2022 CAPITAL IMPROVEMENT PLAN

Transportation – Other Funds



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 2013 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.

Currently there are no projects planned in the first five years of the capital plan that utilize HURF revenue bonds. There are two street improvement projects planned in the last five years of the capital improvement plan which include improvements on 99th Avenue from Camelback Road to Northern Avenue as property develops and a street widening project on 67th Avenue between Glendale Avenue and Frier Drive.

In the last five years of the capital plan, the Street Fund (Fund 1340) will cover the replacement of a 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 2013 included grant funding for the design of the transit center at Arrowhead and Grand Avenue infrastructure improvements.



Project Name: 63rd Ave @ Loop 101-Bike Overpass
Funding Source: Transportation Half-Cent Sales Tax
Fund #: 2210
Project #: 65054



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2210-Transportation Construction **Category: Transportation**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
65005 Smart Traffic Signals	1,957,851	127,913	0	0	0	0	750,000
65006 Bus Pullouts	0	0	0	0	0	0	1,524,823
65007 Grand Ave Access Enhancements	1,826,528	0	0	0	0	0	0
65008 Intersection Improvements	1,093,920	0	0	0	0	0	0
65013 Bus Stops and Shelters	100,000	109,478	112,703	115,522	118,641	119,852	646,232
65016 Northern Ave Super Street	5,096,390	5,204,443	5,324,144	5,457,248	594,833	0	0
65022 PE & Oversight for Transp. Pkg	1,615,515	509,501	521,218	267,125	274,337	282,018	1,538,429
65072 Expanded Safety Program	963,645	107,217	110,915	113,687	116,756	120,025	1,192,783
65078 Airport Matching Funds	424,944	293,262	50,761	45,685	179,086	213,197	0
65086 51st Avenue HES Projects	359,709	0	0	0	0	0	0
65088 Downtown Alley Improvements	86,698	0	0	0	0	0	0
65089 Pavement Management	2,411,881	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
65092 Maryland Ave Bike Rte Spot Imp	0	143,961	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
65004 Buses/Vans	200,000	100,000	150,000	200,000	250,000	300,000	1,579,903
65014 Transit Support Capital	77,929	75,000	100,000	125,000	150,000	174,204	939,649
65083 Speed Cushions	247,409	0	156,575	161,735	167,145	0	0
Sub-Total - Existing Assets	16,462,419	8,670,775	8,526,316	8,486,002	3,850,798	3,209,296	18,171,819
New Assets							
65017 Rail System	2,470,514	50,950	52,122	53,425	54,867	56,404	42,117,705
65030 Multi-Use Pathway Grand Canal	1,149,755	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	2,391,300	0	0	0	0	0	0
65080 Bell/101 Park&Ride/Transit Ctr	2,000,000	0	0	0	0	0	0
65090 Loop 303 Landscape & Design	1,237,144	0	0	0	0	0	0
Sub-Total - New Assets	9,718,713	50,950	52,122	53,425	54,867	56,404	42,117,705
Total Project Expenses:	\$26,181,132	\$8,721,725	\$8,578,438	\$8,539,427	\$3,905,665	\$3,265,700	\$60,289,524
Total FY 2013 Funding:		\$34,902,857					

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



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 communications infrastructure, traffic cameras, message signs, and networking equipment to make the traffic signal system more responsive.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$1,957,851	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$1,919	\$0	\$0	\$0	\$0	\$11,250
Contingency	\$0	\$6,396	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$119,598	\$0	\$0	\$0	\$0	\$738,750
TOTAL	\$1,957,851	\$127,913	\$0	\$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: 65006 - Bus Pullouts (I)

Funding Source:

Half Cent Sales Tax

Project Description:

Bus pullouts to relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pullouts will be constructed at major intersections where there are bus route extensions and new bus routes.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$228,723
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$228,723
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$878,297
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$22,874
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$8,783
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$76,240
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$38,183
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,524,823

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$423,792	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$471,792	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$930,944	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,826,528	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$0	\$25,405	\$26,167	\$26,952	\$27,761	\$151,809
TOTAL	\$0	\$25,405	\$26,167	\$26,952	\$27,761	\$151,809

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 paving access points are examples of the type of construction this project will fund.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$1,093,920	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,093,920	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$9,402	\$9,679	\$9,921	\$10,189	\$10,250	\$55,499
Construction	\$100,000	\$85,613	\$88,136	\$90,340	\$92,779	\$93,600	\$505,359
Finance Charges	\$0	\$1,643	\$1,691	\$1,734	\$1,780	\$1,771	\$9,698
Engineering Charges	\$0	\$3,852	\$3,965	\$4,064	\$4,174	\$4,210	\$22,735
Arts	\$0	\$856	\$881	\$903	\$928	\$936	\$5,054
Contingency	\$0	\$8,112	\$8,351	\$8,560	\$8,791	\$9,085	\$47,887
TOTAL	\$100,000	\$109,478	\$112,703	\$115,522	\$118,641	\$119,852	\$646,232

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	\$10,927	\$22,510	\$34,779	\$47,764	\$49,197	\$269,029
TOTAL	\$10,927	\$22,510	\$34,779	\$47,764	\$49,197	\$269,029

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction

Category: Transportation

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. To date Glendale has expended approximately \$20 million towards this project. Other jurisdictions involved include Maricopa County, Peoria, and El Mirage.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$76,450	\$78,067	\$79,862	\$81,859	\$8,922	\$0	\$0
Contingency	\$254,820	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$4,765,120	\$5,126,376	\$5,244,282	\$5,375,389	\$585,911	\$0	\$0
TOTAL	\$5,096,390	\$5,204,443	\$5,324,144	\$5,457,248	\$594,833	\$0	\$0

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	\$108,536	\$111,032	\$183,320	\$188,269	\$193,541	\$1,055,778
Landscape	\$562,139	\$575,068	\$949,465	\$975,101	\$1,002,404	\$5,468,181
TOTAL	\$670,675	\$686,100	\$1,132,785	\$1,163,370	\$1,195,945	\$6,523,959

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$1,107,014	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$7,628	\$7,643	\$7,818	\$4,007	\$4,115	\$4,230	\$23,076
Contingency	\$25,425	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$475,448	\$501,858	\$513,400	\$263,118	\$270,222	\$277,788	\$1,515,353
TOTAL	\$1,615,515	\$509,501	\$521,218	\$267,125	\$274,337	\$282,018	\$1,538,429

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65072 - Expanded Safety Program (I)

Funding Source:

Half Cent Sales Tax

Project Description:

Provide traffic safety improvements along city streets to improve the safety of motorists. Examples are safety mitigation at bridge crossing (blunt ends), lighting, signing, striping, pedestrian and bicyclist safety improvements, discontinuous roadway sections (drop-offs), and access management.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$698,027	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,582	\$1,608	\$1,664	\$1,705	\$1,751	\$1,800	\$17,892
Engineering Charges	\$150,900	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$5,278	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$107,858	\$105,609	\$109,251	\$111,982	\$115,005	\$118,225	\$1,174,891
TOTAL	\$963,645	\$107,217	\$110,915	\$113,687	\$116,756	\$120,025	\$1,192,783

Operating Description:

No additional O and M is needed.

Project: 65078 - Airport Matching Funds (I)

Funding Source:

Half Cent Sales Tax

Project Description:

This project provides matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program Funding covers 100% of engineering and art related charges and local match for all other capital costs. Refer to the Airport Capital Fund 2120 for detailed information related to the airport projects.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0
Design	\$381,234	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$24,159	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$6,060	\$4,399	\$761	\$685	\$2,686	\$3,197	\$0
Engineering Charges	\$7,205	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$36	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$6,250	\$13,863	\$50,000	\$45,000	\$176,400	\$210,000	\$0
TOTAL	\$424,944	\$293,262	\$50,761	\$45,685	\$179,086	\$213,197	\$0

Operating Description:

This project provides local match funds for airport capital projects. Refer to the Airport Capital Fund 2120 projects for O and M impact.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65086 - 51st Avenue HES Projects (I)

Funding Source:

Half Cent Sales Tax

Project Description:

Hazard Elimination Safety (HES) 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, street lights, and landscaping.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$70,734	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$23,199	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$229,209	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$36,567	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$359,709	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

O and M costs are for landscape maintenance. The Transportation Departments operating budget will absorb additional O and M.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$270	\$278	\$286	\$295	\$304	\$1,662
TOTAL	\$270	\$278	\$286	\$295	\$304	\$1,662

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$86,698	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$86,698	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$300	\$309	\$318	\$328	\$338	\$1,846
Utilities	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351	\$7,386
Equip. Maint.	\$2,438	\$2,511	\$2,586	\$2,664	\$2,744	\$15,005
Electrical	\$300	\$309	\$318	\$328	\$338	\$1,846
Landscape	\$2,200	\$2,266	\$2,334	\$2,404	\$2,476	\$13,540
TOTAL	\$6,438	\$6,631	\$6,829	\$7,035	\$7,247	\$39,623

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction
Category: Transportation
Project: 65089 - Pavement Management (I)
Funding Source:

Half Cent Sales Tax

Project Description:

Pavement maintenance program funds are used to maximize 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.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$2,374,590	\$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	\$17,664	\$88,322
Arts	\$19,627	\$19,627	\$19,627	\$19,627	\$19,627	\$19,627	\$98,135
TOTAL	\$2,411,881	\$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 for this project.

Project: 65092 - 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 at 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$0	\$122,102	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$1,440	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$1,221	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$7,198	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$143,961	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$3,000	\$1,500	\$2,250	\$3,000	\$3,750	\$4,500	\$23,699
Equipment	\$187,000	\$93,500	\$140,250	\$187,000	\$233,750	\$280,725	\$1,437,711
Contingency	\$10,000	\$5,000	\$7,500	\$10,000	\$12,500	\$14,775	\$118,493
TOTAL	\$200,000	\$100,000	\$150,000	\$200,000	\$250,000	\$300,000	\$1,579,903

Operating Description:

No O and M is needed since these are replacements for existing buses and vans.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction **Category: Transportation**

Project: 65014 - Transit Support Capital (R) **Funding Source:** Half Cent Sales Tax

Project Description: To continue delivery of transit services, replacement capital are needed, including computer equipment, support vehicles and radio systems. Because of past federal funding sources for these items, Transit has not contributed to replacement funds for vehicles or computers.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$750	\$1,125	\$1,500	\$1,875	\$2,250	\$2,615	\$14,095
Contingency	\$2,500	\$3,750	\$5,000	\$6,250	\$7,500	\$8,710	\$46,982
Miscellaneous/Other	\$74,679	\$70,125	\$93,500	\$116,875	\$140,250	\$162,879	\$878,572
TOTAL	\$77,929	\$75,000	\$100,000	\$125,000	\$150,000	\$174,204	\$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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$247,409	\$0	\$132,553	\$136,923	\$141,503	\$0	\$0
Finance Charges	\$0	\$0	\$2,349	\$2,426	\$2,507	\$0	\$0
Engineering Charges	\$0	\$0	\$8,749	\$9,037	\$9,339	\$0	\$0
Arts	\$0	\$0	\$1,326	\$1,369	\$1,415	\$0	\$0
Contingency	\$0	\$0	\$11,598	\$11,980	\$12,381	\$0	\$0
TOTAL	\$247,409	\$0	\$156,575	\$161,735	\$167,145	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 65017 - Rail System (N) **Funding Source:** Half Cent Sales Tax

Project Description: Planning studies, design, right-of-way acquisition and construction of light rail facility to be located on an alignment to be determined. Federal and regional grants will fund 60% of the project. Current cost estimates are based on regional plans prepared by Valley Metro. Costs reflect Glendale's fees to Metro and Alternatives Analysis studies in later years.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$763	\$764	\$782	\$801	\$823	\$846	\$631,766
Contingency	\$87	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$2,469,664	\$50,186	\$51,340	\$52,624	\$54,044	\$55,558	\$41,485,939
TOTAL	\$2,470,514	\$50,950	\$52,122	\$53,425	\$54,867	\$56,404	\$42,117,705

Operating Description: A supplemental budget request will be submitted once the project is near completion in FY 2026.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2210-Transportation Construction
Category: Transportation
Project: 65030 - Multi-Use Pathway Grand Canal (N)
Funding Source:

Half Cent Sales Tax

Project Description:

This project is to 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 include local funds to match \$500,000 in federal funds available towards this project.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Engineering Charges	\$1,149,755	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,149,755	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$0	\$42,827	\$44,112	\$45,436	\$46,799	\$255,916
Refuse	\$0	\$8,959	\$9,228	\$9,505	\$9,790	\$53,536
TOTAL	\$0	\$51,786	\$53,340	\$54,941	\$56,589	\$309,452

Project: 65062 - Glendale Sports Facilities Sgn (N)
Funding Source:

Half Cent Sales Tax

Project Description:

This project includes design, purchase and installation of Dynamic Message Signs on arterial streets and lane control signs around the Glendale Sports Facilities in addition to the communications connections of the signs to the central traffic control system. Once this project is completed, the message boards will be used for traffic information dissemination as well as parking management.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$470,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$470,000	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$1,194	\$1,230	\$6,726
Utilities	\$0	\$0	\$0	\$1,194	\$1,230	\$6,726
Equip. Maint.	\$0	\$0	\$0	\$5,304	\$5,463	\$29,874
TOTAL	\$0	\$0	\$0	\$7,692	\$7,923	\$43,326

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2210-Transportation Construction Category: Transportation

Project: 65063 - New River - Multi-use Pathway (N) **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a multi-use path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians that is part of the regional West valley Rivers Multimodal Corridor Master Plan. This project has \$1,550,000 in federal funds towards construction costs.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Engineering Charges	\$2,391,300	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,391,300	\$0	\$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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	\$0	\$21,639	\$22,288	\$22,957	\$23,646	\$129,306
TOTAL	\$0	\$21,639	\$22,288	\$22,957	\$23,646	\$129,306

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$2,000,000	\$0	\$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 will be maintained by other parties.

Project: 65090 - Loop 303 Landscape & Design (N) **Funding Source:** Half Cent Sales Tax

Project Description: Provide funding to Arizona Department of Transportation (ADOT) for additional infrastructure to meet the City's standards or needs that are not specifically addressed in ADOT's design of Loop 303 project. Infrastructure improvements include Intelligent Transportation Systems (ITS) connectivity, enhancement of bridges over local arterial streets, and irrigation waterline for landscaping that meets the City's standard.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$1,158,550	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$78,594	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,237,144	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: The cost of the O and M is to pay for the irrigation water for landscape installed to Glendale standards.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Water	\$0	\$105,787	\$108,961	\$112,229	\$115,596	\$632,128
TOTAL	\$0	\$105,787	\$108,961	\$112,229	\$115,596	\$632,128

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2000-HURF/Street Bonds
Category: HURF

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
68913 99th Widening-Camelback-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	0	0	0	0	0	0	12,076,659
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$0	\$12,076,659
Total FY 2013 Funding:		\$0					

PROJECT DETAIL: 2000-HURF/Street Bonds
Category: HURF
Project: 68913 - 99th Widening-Camelback-Northrn (I)
Funding Source:

HURF Bonds

Project Description:

Complete street improvements on 99th Avenue from Camelback Road to Northern Avenue as the property develops. Improvements include curb, gutter, sidewalk, streetlights, landscaping and a bridge widening over the Grand Canal. Project also includes the piping of an existing Salt River Project (SRP) irrigation ditch and the underground conversion of the existing utilities. This project is dependent upon private development.

Capital Costs:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$735,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$3,675,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$157,817
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$81,585
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$36,750
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$468,615
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,154,767

Operating Description:

Estimated 132 street lights (\$171 per year) for 1 2/3 years with inflation (3%). 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:	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Utilities	\$0	\$0	\$0	\$0	\$0	\$48,513
TOTAL	\$0	\$0	\$0	\$0	\$0	\$48,513

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$129,553
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$5,011,697
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$125,292
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$50,117
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$512,733
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$6,921,892

Operating Description:

Estimate based on two years of O and M. 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1340-HURF/Streets Fund
Category: Other

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
T0010 Right-of-Way Rearload Truck	0	0	0	0	0	0	290,000
Sub-Total - Existing Assets	0	0	0	0	0	0	290,000
Total Project Expenses:	\$0	\$0	\$0	\$0	\$0	\$0	\$290,000
Total FY 2013 Funding:		\$0					

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 city's Vehicle Replacement Fund (VRF). After replacement, the truck will be added to the VRF. The truck is utilized by Right-of-Way staff for the disposal of tree trimmings and other landscaping debris on a daily basis. The useful life of this truck will be 15 years.

Capital Costs:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$290,000
TOTAL	\$0	\$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 amount of \$145,000 represents the first five years (FY's 2018 - 2022) of vehicle replacement contributions required from adding the equipment to the VRF based on a replacement cost of \$290,000 and a 15-year expected useful life. A supplemental budget request will be submitted once the truck has been purchased.

Operating Costs:	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$145,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$145,000

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1650-Transportation Grants **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
67532 Central Signal System	4,550	0	0	0	0	0	0
67540 NF Supplemental Taxi AZ57-X013	10,250	0	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
67533 Replacement Video Equipment	400,000	0	0	0	0	0	0
67536 FTA AZ-90-X103 Grant	257,013	0	0	0	0	0	0
67541 FTA AZ-90-X109	351,252	0	0	0	0	0	0
67542 Grand Ave Infrastructure Imps	1,959,914	0	0	0	0	0	0
Sub-Total - Existing Assets	2,982,979	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	55,516	0	0	0	0	0	0
67527 DS Multiuse Path: New River	96,996	0	0	0	0	0	0
67528 DS Multiuse Path: Maryland Ave	34,751	0	0	0	0	0	0
67529 FTA Grant X096	496,724	0	0	0	0	0	0
67530 Fiber & Conduit - DMS	75,381	0	0	0	0	0	0
67531 Fiber & Conduit for ITS	54,374	0	0	0	0	0	0
67534 ITS Strategic Plan	206,252	0	0	0	0	0	0
67537 FTA X006 Predesign ArrowheadTC	635,896	0	0	0	0	0	0
67538 FTA 0203 Design ArrowheadTC	840,366	0	0	0	0	0	0
Sub-Total - New Assets	2,496,256	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Project Expenses:	\$5,479,235	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Total FY 2013 Funding:		\$7,479,235					

PROJECT DETAIL: 1650-Transportation Grants **Category: Other**

Project: 67532 - Central Signal System (I) **Funding Source:** Grants

Project Description: Procure a new centralized traffic signal system for remote control of the City's 194 traffic signals.

Capital Costs:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$4,550	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$4,550	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is required for this project. The project replaces an existing system that is paid for through the ITS budget.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1650-Transportation Grants

Category: Other

Project: 67540 - NF Supplemental Taxi AZ57-X013 (I)

Funding Source:

Grants

Project Description:

This grant provides a public transportation alternative for the elderly and persons with disabilities. The project will provide funding for contracted service of taxi trips for qualified persons. Trips must be within a 1-mile buffer zone or less of Glendale's borders.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$10,250	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$10,250	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed due to this project.

Project: 67533 - Replacement Video Equipment (R)

Funding Source:

Grants

Project Description:

Modernize the video equipment at the Glendale Traffic Management Center.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

The replacement project does not require additional O and M.

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 the Transit Department's bus fleet. The Regional Public Transportation Authority (RPTA) will reimburse the city for the local match portion of the bus purchase.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$64,254	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$192,759	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$257,013	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed.

Project: 67541 - FTA AZ-90-X109 (R)

Funding Source:

Grants

Project Description:

This grant is used for capital and ongoing transit capital maintenance. It funds the replacement of two Dial-A-Ride buses and transit vehicle maintenance expenses.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$351,252	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$351,252	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

The project replaces existing buses and pays for capital maintenance. 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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 1650-Transportation Grants

Category: Other

Project: 67542 - Grand Ave Infrastructure Imps (R) **Funding Source:** Grants

Project Description: APS and SRP to underground existing electrical facilities and provide electrical service to Glendale street lighting system, landscaping, and traffic signal electrical panels from 43rd Avenue to 71st Avenue on Grand Avenue.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$445,435	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$445,435	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$1,069,044	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,959,914	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: The replacement/undergrounding project does not require additional O and M.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
TOTAL	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

Operating Description: No additional O and M is needed.

Project: 67526 - DS Multiuse Path: Grand Canal (N) **Funding Source:** Grants

Project Description: This project is to provide for the design of a multi-use pathway along the Grand Canal from east of Loop 101 to the New River east bank. Once complete, the pathway should connect the existing Grand Canal multi-use pathway to the future New River multi-use pathway.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$55,516	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$55,516	\$0	\$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. This project is to design 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 will pay for this design project.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$96,996	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$96,996	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1650-Transportation Grants

Category: Other

Project: 67528 - DS Multiuse Path: Maryland Ave (N) **Funding Source:** Grants

Project Description: This project provides for the design of a bike lane along Maryland Avenue from 67th Avenue to 69th Avenue, a multi-use path along Maryland Avenue east of 75th Avenue, and a multi-use path along the Maryland Avenue alignment in the Discovery Park from west of 75th Lane to 77th Drive.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$34,751	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$34,751	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No O and M is associated with this design project.

Project: 67529 - FTA Grant X096 (N) **Funding Source:** Grants

Project Description: This is a Federal Transit Administration grant for replacement bus purchases, computer purchases, and preventative maintenance reimbursement for buses.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$496,724	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$496,724	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is needed.

Project: 67530 - Fiber & Conduit - DMS (N) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Peoria Avenue between 43rd and 67th Avenues for intelligent transportation systems. Additionally four message signs will be designed for 59th and Glendale Avenues leading into downtown Glendale to display traffic information.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$75,381	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$75,381	\$0	\$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 (N) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Cactus, Thunderbird, and Greenway roads for intelligent transportation systems.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$54,374	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$54,374	\$0	\$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 phase of the project.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 1650-Transportation Grants

Category: Other
Project: 67534 - ITS Strategic Plan (N)

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$206,252	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$206,252	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

This is a project to develop a study. There are no operating costs associated with the study.

Project: 67537 - FTA X006 Predesign ArrowheadTC (N)

Funding Source:

Grants

Project Description:

North Glendale is currently served by multiple routes including two express routes, and three local routes. 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$635,896	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$635,896	\$0	\$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 (N)

Funding Source:

Grants

Project Description:

North Glendale is currently served by multiple routes, including two express routes and three local routes. 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 design 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$840,366	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$840,366	\$0	\$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



SANITATION ENTERPRISE FUND

The Sanitation Fund capital program includes the replacement of roll-off trucks, frontload trucks, sideload trucks, rearload 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 five 20-yard commercial containers, a frontload truck, three sideload trucks, a tractor, and a mechanic's truck.



Project Name: Frontloader Trucks - 17820
Fund #: 2480
Project #: 78002

Project Name: Rolloff Trucks - 17810
Fund #: 2480
Project #: 78001



FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



FUND SUMMARY: 2480-Sanitation

Category: Other

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
Replacement of Existing Assets							
78001 Rolloff Trucks-Commercial	0	25,000	0	458,000	0	258,000	0
78002 Frontload Trucks-Commercial	0	290,000	290,000	290,000	885,000	295,000	1,287,000
78003 Sideload Trucks-Residential	0	825,000	1,740,000	1,450,000	1,450,000	2,320,000	7,250,000
78004 Loose Trash Equip.-Residential	0	90,000	592,200	870,000	1,376,980	1,276,069	1,862,365
78005 Repl Pickup Trucks-Sanitation	0	50,000	0	0	67,010	140,000	70,000
Sub-Total - Existing Assets	0	1,280,000	2,622,200	3,068,000	3,778,990	4,289,069	10,469,365
Total Project Expenses:	\$0	\$1,280,000	\$2,622,200	\$3,068,000	\$3,778,990	\$4,289,069	\$10,469,365
Total FY 2013 Funding:		\$1,280,000					

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. Rolloff trucks are used to service the 20 and 40 cubic yard dumpsters used at construction sites as well as both business and residential cleanup projects. The service life of a Rolloff truck is projected to be nine years. This equipment is not included in the city's Vehicle Replacement Fund. In FY 2013, five 20-yard containers will be purchased at a cost of \$5,000 each. In FY 2015, two replacement trucks will be purchased at a cost of \$214,000 each to replace trucks purchased in FY 2004, and five 40-yard containers at a cost of \$6,000 each. In FY 2017, one replacement truck will be purchase at a cost of \$258,000 to replace a truck purchased in FY,2008.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$375	\$0	\$16,766	\$0	\$3,870	\$0
Equipment	\$0	\$24,625	\$0	\$441,234	\$0	\$254,130	\$0
TOTAL	\$0	\$25,000	\$0	\$458,000	\$0	\$258,000	\$0

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 11 commercial frontload refuse trucks 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 \$290,000. In FY 2014, replace one frontload truck for \$290,000. In FY 2015, replace one frontload truck for \$290,000. 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, and a commercial container truck for \$107,000. In FY 2021, replace one frontload truck at a cost of \$295,000.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$4,350	\$4,350	\$4,350	\$18,507	\$4,425	\$19,305
Equipment	\$0	\$285,650	\$285,650	\$285,650	\$866,493	\$290,575	\$1,267,695
TOTAL	\$0	\$290,000	\$290,000	\$290,000	\$885,000	\$295,000	\$1,287,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2480-Sanitation

Category: Other

Project: 78003 - Sideload Trucks-Residential (R)

Funding Source:

Sanitation Revenues

Project Description:

Replacement of 52 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 2013 replace three 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 five 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 eight 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. In FY 2022 replace five trucks at a cost of \$290,000 each.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$12,375	\$30,978	\$28,882	\$30,845	\$34,800	\$176,762
Equipment	\$0	\$812,625	\$1,709,022	\$1,421,118	\$1,419,155	\$2,285,200	\$7,073,238
TOTAL	\$0	\$825,000	\$1,740,000	\$1,450,000	\$1,450,000	\$2,320,000	\$7,250,000

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. Expected life for rearload trucks, tractors and sweepers is eight years. In FY 2013, replace a tractor at a cost of \$90,000. In FY 2014 replace a rearload truck at a cost of \$275,000, a tractor at a cost of \$96,300 and a sweeper at a cost of \$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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$1,350	\$8,883	\$14,766	\$18,898	\$19,141	\$44,284
Equipment	\$0	\$88,650	\$583,317	\$855,234	\$1,358,082	\$1,256,928	\$1,818,081
TOTAL	\$0	\$90,000	\$592,200	\$870,000	\$1,376,980	\$1,276,069	\$1,862,365

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 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$645	\$0	\$0	\$1,005	\$2,100	\$3,727
Equipment	\$0	\$49,355	\$0	\$0	\$66,005	\$137,900	\$66,273
TOTAL	\$0	\$50,000	\$0	\$0	\$67,010	\$140,000	\$70,000

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

2013-2022 CAPITAL IMPROVEMENT PLAN
Landfill - Enterprise Fund



LANDFILL ENTERPRISE FUND

FY 2013 will see the replacement of a number of Glendale Municipal Landfill equipment including a water pull tractor, a motor grader and a scraper. Starting in FY 2014 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, a combination of carryover and new funding is also available in FY 2013 for relocation of the scalehouse closer to the north end of the landfill.



Project Name: Landfill Entrance Signal

Fund #: 2440

Project #: 78519

Picture Note: Project was completed during FY 2011



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2440-Landfill **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
78523 Scalehouse & Road Relocation	52,900	1,073,061	0	0	0	0	0
78526 *LF Gas System Modifications	0	455,359	274,954	0	0	0	0
<i>Replacement of Existing Assets</i>							
78506 Landfill Repl Pickup Truck	0	0	130,000	29,300	0	0	158,300
78509 MRF Forklifts	0	0	32,506	33,481	0	0	108,000
78511 Landfill Compactor Replacement	0	0	0	983,007	0	1,042,872	0
78512 Fuel Tanker Replacement	0	0	0	0	0	0	187,775
78514 Sanitation Insp Trucks - 17740	0	0	59,406	0	136,032	35,000	35,000
78520 Landfill Bulldozer Replacement	0	0	0	0	182,700	253,750	2,135,220
78521 MRF Loader Replacement	0	0	0	0	0	0	228,019
78522 LF Water Pull Tractor Replace	492,275	0	0	0	0	0	624,063
78524 Landfill Motor Grader Replace	0	320,953	0	0	0	0	0
78525 Landfill Scraper Equipment	0	375,000	0	0	0	0	1,551,313
Sub-Total - Existing Assets	545,175	2,224,373	496,866	1,045,788	318,732	1,331,622	5,027,690
New Assets							
78503 Landfill Closure (South)	0	0	516,654	205,304	9,100,874	0	0
78505 LF Phase Construction (North)	0	0	0	102,738	4,606,800	102,738	4,349,425
78507 Landfill Soil Excavation	0	0	102,581	13,007,990	0	0	0
Sub-Total - New Assets	0	0	619,235	13,316,032	13,707,674	102,738	4,349,425
Total Project Expenses:	\$545,175	\$2,224,373	\$1,116,101	\$14,361,820	\$14,026,406	\$1,434,360	\$9,377,115
Total FY 2013 Funding:		\$2,769,548					

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other
Project: 78523 - 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. This project will relocate the other facilities supporting the landfill operation including the equipment maintenance area as well as the administrative and field staff office trailers. The scale house and other landfill facilities are currently located where waste will be placed prior to closing the south area of the landfill. According to the landfill's waste capacity calculations, it will take approximately one year to fill this permitted air space. It will be necessary to relocate the scale house in FY 2013 based on our anticipated waste acceptance rate.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$50,000	\$70,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$787,500	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$750	\$13,313	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$2,150	\$36,873	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$7,875	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$157,500	\$0	\$0	\$0	\$0	\$0
TOTAL	\$52,900	\$1,073,061	\$0	\$0	\$0	\$0	\$0

Operating Description: No additional O and M is required for this project.

Project: 78526* - LF Gas System Modifications (I)
Funding Source:

Landfill Revenues

Project Description:

The Glendale Landfill is required by federal and state environmental regulations to install and maintain an active gas collection system within the landfill. Project provides for improvements to the existing gas collection system including retrofits, extensions, and modifications to the vertical extraction wells and lateral collection pipes. Because the gas wells and collection pipes presently are located above-ground level within the active landfill area, it is necessary to complete the gas well modifications and improvements ahead of filling the landfill sections with additional waste. Project scope also includes burying of the above-ground lateral collection pipes to allow for simpler waste filling operations. This project is required to maintain the sequencing plan developed for waste filling in the landfill through the end of FY 2014.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$35,000	\$25,000	\$0	\$0	\$0	\$0
Construction	\$0	\$356,900	\$212,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$5,879	\$3,555	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$18,321	\$11,079	\$0	\$0	\$0	\$0
Arts	\$0	\$3,569	\$2,120	\$0	\$0	\$0	\$0
Contingency	\$0	\$35,690	\$21,200	\$0	\$0	\$0	\$0
TOTAL	\$0	\$455,359	\$274,954	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail

PROJECT DETAIL: 2440-Landfill

Category: Other

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. Two trucks will reach the end of their serviceable life in FY 2014 and FY 2015. The vehicle due for replacement in FY 2014 is a heavy duty truck equipped with an 11 foot crane, heavy duty tool boxes, air compressor, and a gas welder. The project also includes the replacement of four trucks reaching the end of their service life during the second five years. These replacement trucks include a flat bed truck and a pickup both with Tommy lifts in FY 2019, a pickup in FY 2021, and a pickup in FY 2022. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$0	\$0	\$130,000	\$29,300	\$0	\$0	\$158,300
TOTAL	\$0	\$0	\$130,000	\$29,300	\$0	\$0	\$158,300

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78509 - MRF Forklifts (R)

Funding Source:

Landfill Revenues

Project Description:

The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. This project includes the replacement of two forklifts that are expected to reach the end of their serviceable lives in 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 2019, FY 2021 and FY 2022 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 equipment condition. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$0	\$0	\$32,506	\$33,481	\$0	\$0	\$108,000
TOTAL	\$0	\$0	\$32,506	\$33,481	\$0	\$0	\$108,000

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that are expected to reach the end of their serviceable lives.

Project: 78511 - Landfill Compactor Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Project provides for the rebuild and replacement of the landfill compactors at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. One compactor, which was purchased in 2000, will reach the end of its serviceable life in FY 2015 and require replacement. The other compactor, which was purchased in 2007, will require a certified rebuild or new replacement in FY 2017. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$14,527	\$0	\$15,412	\$0
Equipment	\$0	\$0	\$0	\$968,480	\$0	\$1,027,460	\$0
TOTAL	\$0	\$0	\$0	\$983,007	\$0	\$1,042,872	\$0

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment this is expected to reach the end of its serviceable life.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78512 - Fuel Tanker Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of the fuel tanker, which was purchased in 2008, and is expected to reach the end of its serviceable life in FY 2018. The fuel tanker truck transports diesel fuel from the on site storage tank to the landfill heavy equipment located on the active waste disposal area. It is an essential piece of support equipment at the landfill for maximizing operational efficiencies and minimizing equipment downtime. Landfill equipment is not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,775
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$185,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$187,775

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$891	\$0	\$2,040	\$525	\$525
Equipment	\$0	\$0	\$58,515	\$0	\$133,992	\$34,475	\$34,475
TOTAL	\$0	\$0	\$59,406	\$0	\$136,032	\$35,000	\$35,000

Operating Description:

No additional O and M is needed for this project.

Project: 78520 - Landfill Bulldozer Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Project provides for the rebuild and/or replacement of the landfill bulldozers at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. Both Model D-8 and Model D-9 bulldozers will require a powertrain rebuild in FY 2016 and FY 2017, respectively. This project also includes funds for replacement of the Model D-8 bulldozer in FY 2019 and the Model D-9 bulldozer in FY 2020. Bulldozers are used at the landfill primarily to push garbage into position for the compactors. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$2,700	\$3,750	\$31,555
Equipment	\$0	\$0	\$0	\$0	\$180,000	\$250,000	\$2,103,665
TOTAL	\$0	\$0	\$0	\$0	\$182,700	\$253,750	\$2,135,220

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2440-Landfill

Category: Other

Project: 78521 - MRF Loader Replacement (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. The current loader was purchased in FY 2009 and is expected to reach the end of its serviceable life in FY 2019. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$224,599
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$228,019

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78522 - LF Water Pull Tractor Replace (R)

Funding Source:

Landfill Revenues

Project Description:

Replacement of water pull truck, which was purchased in 2012 and is expected to reach the end of its serviceable life in FY 2020. The water pull truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$9,222
Equipment	\$492,275	\$0	\$0	\$0	\$0	\$0	\$614,841
TOTAL	\$492,275	\$0	\$0	\$0	\$0	\$0	\$624,063

Operating Description:

No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78524 - 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. The motor grader is an essential piece of support equipment used to establish and maintain the temporary roads on the active portion of the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$4,743	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$316,210	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$320,953	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2440-Landfill

Category: Other
Project: 78525 - Landfill Scraper Equipment (R)
Funding Source:

Landfill Revenues

Project Description:

The scraper is an essential piece of support equipment that excavates, transports, and stockpiles soil used for covering waste disposed at the landfill. Project provides for a powertrain rebuild of the landfill auger scraper in FY 2013. Funds are also programmed during the second five years for either a certified rebuild or a new replacement of the scraper, which is anticipated to occur in FY 2018 based on hours of use and equipment condition. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$22,926
Equipment	\$0	\$375,000	\$0	\$0	\$0	\$0	\$1,528,387
TOTAL	\$0	\$375,000	\$0	\$0	\$0	\$0	\$1,551,313

Operating Description:

No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78503 - Landfill Closure (South) (N)
Funding Source:

Landfill Revenues

Project Description:

Project provides for closure of the south area of the landfill after the permitted air space is completely filled with waste. A landfill reaching its permitted capacity is required by federal and state law to be closed with a final cover system, which includes a vegetative layer, a compacted soil layer, additional gas system wells, erosion control, and storm water control measures. Funds in FY 2014 provide for the installation of six out of the sixteen needed storm water drainage devices (down drains) on the eastern and southern portions of the landfill, which are anticipated to reach final grade in 2013. Installation of the remaining storm water devices will be completed as part of final closure of the entire 140-acre south area, which is anticipated to reach filling capacity in early 2016.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$50,000	\$200,000	\$250,000	\$0	\$0
Construction	\$0	\$0	\$376,320	\$0	\$7,152,522	\$0	\$0
Finance Charges	\$0	\$0	\$6,395	\$3,000	\$111,038	\$0	\$0
Engineering Charges	\$0	\$0	\$4,912	\$2,304	\$85,284	\$0	\$0
Arts	\$0	\$0	\$3,763	\$0	\$71,525	\$0	\$0
Contingency	\$0	\$0	\$75,264	\$0	\$1,430,505	\$0	\$0
TOTAL	\$0	\$0	\$516,654	\$205,304	\$9,100,874	\$0	\$0

Operating Description:

Funds provided in supplies/contracts are annual costs for post-closure (\$220,554) at the landfill. Post-closure costs include monitoring, maintenance, and repair of the following items: landfill gas control system, groundwater monitoring system, storm water monitoring, final cover/vegetative cover inspection, landfill settlement monitoring, access roads, drainage control system, site security inspection, and administrative reporting. Annual post-closure maintenance, monitoring, and repair activities will begin once closure of the south area is completed.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$220,554	\$220,554	\$1,102,770
TOTAL	\$0	\$0	\$0	\$220,554	\$220,554	\$1,102,770

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

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 a of liner and a leachate collection system. Funds identified in FY 2015 (\$102,738) will be used for engineering design. Funds in FY 2016 (\$4,606,800) will pay for construction of North Phase 1a, which is anticipated to begin accepting waste in 2017. Funds identified in FY 2017 (\$102,738) will be used for engineering design of North Phase 1b. Funds identified in FY 2018 (\$4,349,225) will pay for construction of North Phase 1b, which is anticipated to begin accepting waste in 2019.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000
Construction	\$0	\$0	\$0	\$0	\$3,640,000	\$0	\$3,432,000
Finance Charges	\$0	\$0	\$0	\$1,500	\$56,100	\$1,500	\$52,980
Engineering Charges	\$0	\$0	\$0	\$1,238	\$46,300	\$1,238	\$43,725
Arts	\$0	\$0	\$0	\$0	\$36,400	\$0	\$34,320
Contingency	\$0	\$0	\$0	\$0	\$728,000	\$0	\$686,400
TOTAL	\$0	\$0	\$0	\$102,738	\$4,606,800	\$102,738	\$4,349,425

Operating Description:

No additional O and M is needed 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 Materials Recovery Facility (MRF) as well as utility relocation due to berm removal. Excavated soil will be stockpiled in various storage locations on the landfill property. Excavation of the remaining two-thirds will occur as part of future landfill phase construction.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$100,000	\$100,000	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$10,442,915	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$1,500	\$158,144	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$1,081	\$113,919	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$104,429	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$2,088,583	\$0	\$0	\$0
TOTAL	\$0	\$0	\$102,581	\$13,007,990	\$0	\$0	\$0

Operating Description:

No additional O and M is needed at this time.

* New Project

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

AIRPORT CAPITAL GRANTS

During the next decade, the Glendale Airport will continue to grow in response to the business and recreational needs of Glendale and West Valley residents. Like most municipal airports, Glendale's airport relies heavily on federal and state grants to accomplish capital improvements. The grant-funded portion of airport projects has recently changed from 97.5% (95% federal and 2.5% state) to 95.53% (91.06% federal and 4.47% state). The city's match of 4.47% will come from the voter-approved, half-cent sales transportation tax.

The use of FY 2013 airport capital funding is contingent on the city receiving Federal Aviation Administration (FAA) grants. The city will pursue grant funding for projects related to the removal of a blast fence, a runway protection zone 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2120-Airport Capital Grants **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
79504 Airport-Security Upgrade	0	0	0	135,000	1,657,500	0	0
79516 Airport-RSA Remove Blast Fence	691,829	0	0	0	0	0	0
T1472 *Airport EA for Channelization	0	0	0	0	0	195,000	0
<i>Replacement of Existing Assets</i>							
79511 Airport-Master Plan Update	0	0	0	0	0	292,500	0
Sub-Total - Existing Assets	691,829	0	0	135,000	1,657,500	487,500	0
New Assets							
79517 Land Purchase	15,000,000	0	0	0	0	0	0
79518 Airport-EA Land Acq. 43 Acres	146,775	150,638	0	0	0	0	0
79519 Airport-Capacity Study	50,000	0	0	0	0	0	0
T1463 Airport-EA East TWY, NW Ramp	0	0	438,750	0	0	0	0
T1469 Airport-Eastside Taxiway	0	0	0	315,000	4,387,500	0	0
T1470 Airport-EMAS Taxiway Pavement	0	0	0	0	63,000	682,500	0
T1471 Airport-EMAS Design/Constr	0	0	0	0	561,600	7,020,000	0
Sub-Total - New Assets	15,196,775	150,638	438,750	315,000	5,012,100	7,702,500	0
Total Project Expenses:	\$15,888,604	\$150,638	\$438,750	\$450,000	\$6,669,600	\$8,190,000	\$0
Total FY 2013 Funding:		\$16,039,242					

PROJECT DETAIL: 2120-Airport Capital Grants **Category: Other**

Project: 79504 - Airport-Security Upgrade (I) **Funding Source:** Grants/City Match

Project Description: These are FAA, ADOT, and city funded projects to enhance airport security designing, acquiring, and installing additional perimeter security cameras and related support equipment.

Capital Costs:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$0	\$0	\$0	\$135,000	\$1,657,500	\$0	\$0
TOTAL	\$0	\$0	\$0	\$135,000	\$1,657,500	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2120-Airport Capital Grants

Category: Other
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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$48,149	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$624,998	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$15,915	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$2,767	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$691,829	\$0	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: T1472* - Airport EA for Channelization (I)
Funding Source:

Grants/City Match

Project Description:

Conduct an Environmental Assessment for channelization of the New River, which is necessary to meet the safety area requirements of the runway.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$195,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$195,000	\$0

Operating Description:

No additional O and M is required for this project.

Project: 79511 - Airport-Master Plan Update (R)
Funding Source:

Grants/City Match

Project Description:

The Airport Master Plan was last 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$292,500	\$0
TOTAL	\$0	\$0	\$0	\$0	\$0	\$292,500	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 79517 - Land Purchase (N)
Funding Source:

Grants/City Match

Project Description:

Acquire land north of approach to Runway 19 for runway protection zone for the safety of aircraft operations.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	\$15,000,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$15,000,000	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2120-Airport Capital Grants

Category: Other

Project: 79518 - Airport-EA Land Acq. 43 Acres (N)

Funding Source:

Grants/City Match

Project Description:

An environmental assessment, survey, and appraisal are required on the acquisition of 43 acres of land to protect the runway safety area off the end of Runway 19 for aircraft operations.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$146,775	\$150,638	\$0	\$0	\$0	\$0	\$0
TOTAL	\$146,775	\$150,638	\$0	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

Project: 79519 - 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$50,000	\$0	\$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 and northwest ramp for future aviation development on the eastside of the airport property.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$438,750	\$0	\$0	\$0	\$0
TOTAL	\$0	\$0	\$438,750	\$0	\$0	\$0	\$0

Operating Description:

No additional O and M is needed for this project.

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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$315,000	\$4,387,500	\$0	\$0
TOTAL	\$0	\$0	\$0	\$315,000	\$4,387,500	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



PROJECT DETAIL: 2120-Airport Capital Grants

Category: Other

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$63,000	\$682,500	\$0
TOTAL	\$0	\$0	\$0	\$0	\$63,000	\$682,500	\$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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$561,600	\$7,020,000	\$0
TOTAL	\$0	\$0	\$0	\$0	\$561,600	\$7,020,000	\$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. Funding in FY 2013 is available for the ongoing Building Maintenance Reserve for emergency building repairs and equipment upgrades needed to support the GIS Enterprise System.

Camelback Ranch Events

The new Capital Repair – Camelback Ranch Project was created to capture the replacement and repair costs the city is responsible for according to the facility use agreement.

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 2013; this project will utilize \$200,000 that was set-aside per City Council direction in FY 2007. An additional \$100,000 is included in the Government Facility General Obligation Bond Fund. The ongoing Civic Center Maintenance Reserve is also available for emergency repairs at the Civic Center or for emergency replacement of Civic Center 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.

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1840-Other Federal and State Grants **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
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
Sub-Total - New Assets	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Total Project Expenses:	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Total FY 2013 Funding:		\$2,000,000					

PROJECT DETAIL: 1840-Other Federal and State Grants **Category: Other**

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:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
TOTAL	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000

Operating Description: No 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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1000-General Fund **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
81013 Bldg. Maintenance Reserve	0	50,000	50,000	50,000	50,000	50,000	250,000
81062 GIS Enterprise System	0	415,300	0	0	0	0	0
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	130,471
Sub-Total - Existing Assets	0	465,300	50,000	50,000	50,000	50,000	380,471
New Assets							
T4736 City Fiber Optic Study	0	0	0	0	0	0	419,600
Sub-Total - New Assets	0	0	0	0	0	0	419,600
Total Project Expenses:	\$0	\$465,300	\$50,000	\$50,000	\$50,000	\$50,000	\$800,071
Total FY 2013 Funding:		\$465,300					

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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTAL	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 1000-General Fund

Category: Other
Project: 81062 - GIS Enterprise System (R)
Funding Source:

General Fund

Project Description:

The city's 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. Glendale's 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 Operation Center 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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	\$0	\$415,300	\$0	\$0	\$0	\$0	\$0
TOTAL	\$0	\$415,300	\$0	\$0	\$0	\$0	\$0

Operating Description:

Presently, the GIS system is not in the Technology Replacement Fund. 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 five 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
PC/Vehicle Replacement	\$94,451	\$94,451	\$94,451	\$94,451	\$94,451	\$472,255
TOTAL	\$94,451	\$94,451	\$94,451	\$94,451	\$94,451	\$472,255

Project: T4620 - Resurface Library Parking Lots (R)
Funding Source:

General Fund

Project Description:

Repave and seal the 23 year old asphalt parking lot at the Main Library and slurry seal the 11 year old parking lot at the Foothills Branch Library. The Main Library's parking lot has deteriorated to the point that a 1 1/2" fabric overlay is needed. A heavy grade slurry seal is recommended for the Foothills Branch Library in order to preserve the life span of the asphalt, which, with proper maintenance, should reach 20-30 years.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$130,471
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$130,471

Operating Description:

O and M is required for asphalt maintenance starting in 2020. The industry standard for asphalt maintenance is to seal every 2-3 years from the completion date. Maintenance includes crack sealing and restriping of parking lots. A supplemental budget request will be submitted once the project is near completion. Annual O and M is \$12,763 for each parking lot at current day pricing.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$30,120
TOTAL	\$0	\$0	\$0	\$0	\$0	\$30,120

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1000-General Fund

Category: Other

Project: T4736 - City Fiber Optic Study (N)

Funding Source:

General Fund

Project Description:

The existing city owned fiber optic infrastructure is nearing capacity and currently does not extend to several city facilities. The purpose of this study is to review the existing fiber cable and conduit capacity and then make recommendations for future planning. This study will create a road map for Information Technology and Intelligent Transportation to follow as the city continues to expand its voice and data communications. This study will evaluate the existing infrastructure to determine capacity and usage and provide recommendations on improving current design and usage. This study would also recommend and produce a long term plan to provide redundancy to critical city locations and to connect all city buildings to the fiber infrastructure.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$19,600
TOTAL	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail


FUND SUMMARY: 1283-Camelback Ranch Events
Category: Other

		<u>FY 2013:</u>	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Replacement of Existing Assets</i>							
84200 *Capital Repair-Camelback Ranch	10,732	247,474	0	0	0	0	0
Sub-Total - Existing Assets	10,732	247,474	0	0	0	0	0
Total Project Expenses:	\$10,732	\$247,474	\$0	\$0	\$0	\$0	\$0
Total FY 2013 Funding:		\$258,206					

PROJECT DETAIL: 1283-Camelback Ranch Events
Category: Other
Project: 84200* - Capital Repair-Camelback Ranch (R)

Funding Source:

General Fund

Project Description:

The city is responsible for funding all capital repairs and facility upgrades per the Facility Use Agreement. Capital repair means any work which is reasonably required to be performed in and about the facility to repair, restore, upgrades or replace any components of the Camelback Ranch facility that may require such work due to damage, destruction, ordinary wear and tear, defects in construction or design, or any other cause.

Capital Costs:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Construction	\$10,732	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$182,478	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$39,996	\$0	\$0	\$0	\$0	\$0
TOTAL	\$10,732	\$247,474	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 1740-Civic Center **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
84551 Civic Center Renovation	0	0	0	0	0	0	3,895,734
<i>Replacement of Existing Assets</i>							
84554 Civic Ctr. Maintenance Reserve	0	50,000	50,000	50,000	50,000	50,000	250,000
84555 Civic Center 10 Yr Restoration	200,000	0	0	0	0	0	0
Sub-Total - Existing Assets	200,000	50,000	50,000	50,000	50,000	50,000	4,145,734
Total Project Expenses:	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$4,145,734
Total FY 2013 Funding:		\$250,000					

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$756,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,488,000
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$60,014
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$24,880
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$130,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$341,840
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$3,895,734

Operating Description:

Additional O and M will be need to be started in FY 2020. This project would include staffing of 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. Currently the project is set up as a one time expense with no ongoing O and M. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
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

Project: 84554 - Civic Ctr. Maintenance Reserve (R)
Funding Source:

General Fund

Project Description:

The Civic Center's maintenance reserve is used for emergency repairs at the facility, as well as the replacement of furniture, fixtures, and equipment on an as needed basis. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTAL	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 1740-Civic Center

Category: Other

Project: 84555 - Civic Center 10 Yr Restoration (R)

Funding Source:

General Fund

Project Description:

Funding for this project 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$200,000	\$0	\$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 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 2150-Technology Infrastructure **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
Existing Assets							
<i>Improvement of Existing Assets</i>							
T7010 Event Management Center Upgrad	0	0	0	0	0	0	1,325,000
T7071 PeopleSoft Phase 2 Enhancement	0	0	0	0	0	0	2,100,000
<i>Replacement of Existing Assets</i>							
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	400,000
T7073 City Phone System Replacement	0	0	0	0	0	0	5,500,000
Sub-Total - Existing Assets	0	0	0	0	0	0	13,645,000
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	\$0	\$0	\$0	\$0	\$29,865,625
Total FY 2013 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 (MCC) in 2000 and opened the Traffic Management Center (TMC) in 2004 to improve the city's management of incidents, events, and day-to-day traffic. Signal system management software along with audio/visual and communications equipment within these two centers needs to be upgraded to enhance system functionality and coordination between the Police Department, Traffic Management Center, and Emergency Operations Center.

Capital Costs:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
TOTAL	\$0	\$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.

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2150-Technology Infrastructure
Category: Other
Project: T7071 - PeopleSoft Phase 2 Enhancement (I)
Funding Source:

General Fund

Project Description:

PeopleSoft's Human Capital Management module is coming end of life in December 2014 and Financials in 2017. Major upgrades and significant expense will be required in order to maintain PeopleSoft support after those dates. The City now has the option to continue with PeopleSoft or consider a more cost effective solution that has a lower cost of ownership and promotes further efficiencies throughout the organization.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100,000

Operating Description:

Additional O and M is not required for upgrading PeopleSoft since annual maintenance is already being paid as well as the PC maintenance. While the O and M cost for a new system is not known at this time, it is not expected to be higher than the current PeopleSoft costs.

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. The system is used by the Building Safety, Planning, Transportation, Utilities, Sanitation, Fire, Engineering, Code Compliance, and Economic Development departments for plan review and inspections. 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000

Operating Description:

The \$160,902 is required for the ongoing service and maintenance agreement associated with the software purchase. Staffing is for a Database Administrator. This FTE would provide 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 approximately 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	\$0	\$0	\$0	\$0	\$0	\$430,854
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$160,902
TOTAL	\$0	\$0	\$0	\$0	\$0	\$591,756

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN

Fund Summary and Project Detail



PROJECT DETAIL: 2150-Technology Infrastructure

Category: Other

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 Sahuaros Ranch ball complex, the Foothills ball complex, four city pools, the amphitheater outdoor lighting systems, Council Chamber lighting system, A/V 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:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,820,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$1,820,000

Operating Description:

Total payments for the 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 per industry equipment standards. $\$1,820,000/6 = \$303,333 * 16.67\% = \$50,566$ 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 through 2021 is \$758,490. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$758,490
TOTAL	\$0	\$0	\$0	\$0	\$0	\$758,490

Project: T7072 - Library Technology Upgrades (R)

Funding Source:

General Fund

Project Description:

Replacement of the Integrated Library System (ILS) to ensure that the library's resources 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.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000

Operating Description:

Annual maintenance/licensing costs of \$50,000. The O and M costs will be offset by \$30,000 of existing funding used for maintenance of the current system, so this request includes only a \$20,000 increase for O and M. A supplemental budget request will be submitted once the project is near completion. O and M projected start date: 01/03/2019, One-time O and M before inflationary increases: \$50,000, Ongoing annual O and M before inflationary increases: \$50,000.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$50,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$50,000

* New Project

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



FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

PROJECT DETAIL: 2150-Technology Infrastructure
Category: Other
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:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$5,500,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$5,500,000

Operating Description:

O and M is currently paid for from the Telephone Services Fund, an estimated \$130,000 annually may be needed 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$1,100,000
TOTAL	\$0	\$0	\$0	\$0	\$0	\$1,100,000

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 the signal system to support traffic operations, city business and the security mesh network. Completing the planned network will eliminate monthly lease fees, which will improve network speeds and allow remote control of signals, cameras and message signs.

Capital Costs:

	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$395,625
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$13,770,000
TOTAL	\$0	\$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 2020 through FY 2022 in inflated dollars. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	\$0	\$0	\$0	\$0	\$0	\$15,206
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$167,262
TOTAL	\$0	\$0	\$0	\$0	\$0	\$182,468

* New Project

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

FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail



FUND SUMMARY: 1220-Arts Commission **Category: Other**

	<u>FY 2013:</u>		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FYs 18-22:</u>
Capital Project Expenses	<u>Carryover</u>	<u>New Funding</u>					
New Assets							
84650 Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
Sub-Total - New Assets	0	150,000	150,000	150,000	150,000	150,000	750,000
Total Project Expenses:	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Total FY 2013 Funding:		\$150,000					

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:	<u>Carryover</u>	<u>FY 2013</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FYs 18-22</u>
Miscellaneous/Other	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
TOTAL	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$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

Annual Budget, 2012-2013



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 (pg 1)
- Schedule 1 by **Fund** is a summary of the inflows and outflows by fund (pg 2)
- Schedule 2 by **Category** is a multi-year look at **revenues** all funds combined (pg 6)
- Schedule 2 by **Fund** is a multi-year look at **revenues** by individual fund (pg 8)
- Schedule 3 is a multi-year look at **operating expenditures** (pg 19)
- Schedule 4 is a summary of scheduled inter-fund **transfers** for the upcoming FY (pg 40)
- Schedule 5 is an analysis of the current and proposed **property tax levy & rate** (pg 41)
- Schedule 6 is a multi-year listing of departmental **authorized staffing** by position (pg 42)
- Schedule 7 - **Summary** is a multi-year look at long-term **debt service** obligations (pg 76)
- Schedule 7 - **Detail** is a look at each individual long-term **debt service** obligation (pg 82)
- Schedule 8 is a multi-year look at payment requirements for **capital leases** (pg 113)
- Schedule 9 is a listing of **internal services premiums** by fund and department (pg 114)
- Schedule 10 is a listing of general staff and administrative **service charges** (pg 122)
- Schedule 11 lists department's **operating capital** budgets (pg 123)
- Schedule 12 lists any **carryover** savings budgeted by fund and department (pg 125)

SCHEDULES



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SCHEDULES
Schedule One by Category

FY 2013 Fund Balance Analysis by Category
(All Dollars in Thousands)

	General	Trust	Special Revenue	Enterprise	Internal Service	Capital	Debt Service	Total
<u>Revenues and Other Sources</u>								
Charges for services	\$31,706	\$0	\$1,370	\$97,792	\$0	\$0	\$0	\$130,868
Fines and forfeitures	\$3,349	\$0	\$0	\$0	\$0	\$0	\$0	\$3,349
Interest Income	\$287	\$22	\$159	\$86	\$37	\$44	\$659	\$1,293
Intergovernmental	\$50,346	\$0	\$62,947	\$10,119	\$0	\$0	\$0	\$123,413
Licenses and permits	\$9,133	\$0	\$0	\$98	\$0	\$581	\$0	\$9,813
Miscellaneous	\$16,187	\$0	\$2,573	\$6,527	\$60	\$0	\$0	\$25,347
Other financing sources	\$0	\$0	\$0	\$230	\$0	\$0	\$0	\$230
Self insurance premiums	\$0	\$0	\$0	\$0	\$25,779	\$0	\$0	\$25,779
Taxes revenue	\$86,890	\$0	\$39,866	\$0	\$0	\$0	\$19,404	\$146,159
Transfer In	\$21,013	\$0	\$1,768	\$1,402	\$0	\$27,863	\$37,747	\$89,793
Total	\$218,910	\$22	\$108,683	\$116,255	\$25,876	\$28,489	\$57,809	\$556,044
<u>Expenditures</u>								
	\$0	\$0	\$457	\$215	\$0	\$0	\$0	\$672
Capital Outlay	\$1,124	\$0	\$25,518	\$35,991	\$0	\$43,530	\$0	\$106,163
Community Environment	\$20	\$0	\$6,856	\$0	\$0	\$0	\$0	\$6,876
Community Housing	\$0	\$0	\$0	\$12,700	\$0	\$0	\$0	\$12,700
Community Services	\$18,416	\$0	\$20,475	\$0	\$0	\$22	\$0	\$38,913
Contingency	\$335	\$5,626	\$5,744	\$7,500	\$3,000	\$16,892	\$0	\$39,097
Debt Service	\$0	\$0	\$0	\$24,201	\$0	\$0	\$61,815	\$86,016
General Government	\$28,596	\$0	\$0	\$0	\$0	\$11	\$0	\$28,606
Internal Services	\$0	\$0	\$0	\$0	\$26,780	\$0	\$0	\$26,780
Landfill	\$0	\$0	\$0	\$6,978	\$0	\$0	\$0	\$6,978
Other	\$20,517	\$0	\$0	\$0	\$0	\$0	\$0	\$20,517
Public Safety	\$80,463	\$0	\$32,543	\$0	\$0	\$2	\$0	\$113,008
Public Works	\$22,751	\$0	\$182	\$0	\$0	\$5	\$0	\$22,938
Sanitation	\$0	\$0	\$0	\$14,323	\$0	\$0	\$0	\$14,323
Street Maintenance	\$791	\$0	\$6,742	\$0	\$0	\$1	\$0	\$7,534
Water and Sewer	\$0	\$0	\$0	\$47,880	\$0	\$0	\$0	\$47,880
Transfer Out	\$48,788	\$0	\$38,214	\$0	\$0	\$1,209	\$1,583	\$89,793
Total	\$221,799	\$5,626	\$136,731	\$149,788	\$29,780	\$61,671	\$63,398	\$668,793
Excess (Deficiency) of Revenues over Expenses	(\$2,889)	(\$5,605)	(\$28,048)	(\$33,533)	(\$3,904)	(\$33,182)	(\$5,589)	(\$112,749)
Beginning Fund Balance	(\$1,489)	\$5,605	\$55,397	\$74,764	\$7,142	\$33,182	\$16,522	\$191,123
Ending Fund Balance	(\$4,378)	\$0	\$27,349	\$41,231	\$3,238	\$0	\$10,933	\$78,373

FY 2013 Fund Balance Analysis
(All Dollars in Thousands)

General Fund Group:		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriatio	Ending Fund Bal.
1000	General Fund	(\$12,194)	\$155,317	\$313	(\$30,072)	(\$126,118)	(\$465)	\$0	\$0	(\$126,583)	(\$13,220)
1010	National Events	\$335	\$0	\$0	\$0	\$0	\$0	\$0	(\$335)	(\$335)	\$0
1040	General Services	\$0	\$8,993	\$0	\$0	(\$8,993)	\$0	\$0	\$0	(\$8,993)	\$0
1100	Telephone Services	\$256	\$945	\$0	\$0	(\$982)	\$0	\$0	\$0	(\$982)	\$219
1120	Vehicle Replacement	\$3,847	\$1,892	\$0	\$0	(\$2,796)	\$0	\$0	\$0	(\$2,796)	\$2,943
1140	Technology Replacement	\$2,743	\$2,082	\$0	\$0	(\$3,166)	\$0	\$0	\$0	(\$3,166)	\$1,659
1190	Employee Groups	\$134	\$80	\$0	(\$84)	(\$20)	\$0	\$0	\$0	(\$20)	\$110
1220	Arts Commission	\$1,289	\$112	\$0	\$0	(\$166)	(\$150)	\$0	\$0	(\$316)	\$1,085
1240	Court Fund	\$378	\$417	\$0	\$0	(\$658)	\$0	\$0	\$0	(\$658)	\$138
1260	Library	\$317	\$184	\$0	\$0	(\$155)	\$0	\$0	\$0	(\$155)	\$346
1280	Youth Sports Complex	\$30	\$28	\$292	\$0	(\$322)	\$0	\$0	\$0	(\$322)	\$27
1281	Stadium Event Operations	\$0	\$862	\$2,022	\$0	(\$2,884)	\$0	\$0	\$0	(\$2,884)	\$0
1282	Arena Event Operations	\$223	\$407	\$17,576	\$0	(\$18,207)	\$0	\$0	\$0	(\$18,207)	\$0
1283	CamelbackRanch EventOps	\$55	\$39	\$193	\$0	(\$29)	(\$258)	\$0	\$0	(\$287)	\$0
1740	Civic Center	\$191	\$450	\$297	\$0	(\$688)	(\$250)	\$0	\$0	(\$938)	\$0
1770	Zanjero Special Revenue	\$0	\$1,735	\$0	(\$1,735)	\$0	\$0	\$0	\$0	\$0	\$0
1780	Arena Special Revenue	\$0	\$8,004	\$0	(\$7,887)	(\$1,117)	\$0	\$0	\$0	(\$1,117)	(\$1,000)
1782	PFC Special Revenue	\$0	\$11,405	\$0	(\$9,010)	\$0	\$0	\$0	\$0	\$0	\$2,395
1790	Stadium City Sales Tax - AZSTA	\$115	\$2,400	\$0	\$0	(\$2,400)	\$0	\$0	\$0	(\$2,400)	\$115
1870	Marketing Self-Sustaining	\$579	\$984	\$320	\$0	(\$1,303)	\$0	\$0	\$0	(\$1,303)	\$580
2530	Public Safety Training Center	\$140	\$1,497	\$0	\$0	(\$1,496)	\$0	\$0	\$0	(\$1,496)	\$141
2538	Glendale Health Center	\$72	\$66	\$0	\$0	(\$54)	\$0	\$0	\$0	(\$54)	\$84
Sub-Total General Fund Group:		(\$1,489)	\$197,897	\$21,013	(\$48,788)	(\$171,553)	(\$1,124)	\$0	(\$335)	(\$173,011)	(\$4,378)
Special Revenue Fund Group:											
1300	HOME Grant	\$0	\$773	\$0	\$0	(\$773)	\$0	\$0	\$0	(\$773)	\$0
1310	Neighborhood Stabilization Pgm	\$0	\$600	\$0	\$0	(\$600)	\$0	\$0	\$0	(\$600)	\$0
1311	N'hood Stabilization Pgm III	\$0	\$1,684	\$0	\$0	(\$1,684)	\$0	\$0	\$0	(\$1,684)	\$0
1320	Community Dvpmt Block Grant	\$0	\$2,337	\$0	\$0	(\$2,337)	\$0	\$0	\$0	(\$2,337)	\$0
1340	HURF/Streets Fund	\$14,301	\$12,759	\$0	(\$1,354)	(\$6,742)	\$0	\$0	(\$5,744)	(\$12,486)	\$13,220
1640	Local Transp. Assistance	\$0	\$665	\$0	(\$665)	\$0	\$0	\$0	\$0	\$0	\$0
1650	Transportation Grants	\$101	\$7,936	\$0	\$0	(\$457)	(\$7,479)	\$0	\$0	(\$7,936)	\$101
1660	Transportation Sales Tax	\$26,836	\$21,646	\$1,565	(\$36,194)	(\$11,823)	\$0	\$0	\$0	(\$11,823)	\$2,031
1700	Police Sales Tax	\$8,208	\$12,685	\$0	\$0	(\$14,240)	\$0	\$0	\$0	(\$14,240)	\$6,653
1720	Fire Sales Tax	\$456	\$6,318	\$0	\$0	(\$6,559)	\$0	\$0	\$0	(\$6,559)	\$215
1760	Airport Operating	\$0	\$456	\$144	\$0	(\$600)	\$0	\$0	\$0	(\$600)	\$0
1820	CAP Grant	\$315	\$1,122	\$58	\$0	(\$1,287)	\$0	\$0	\$0	(\$1,287)	\$207
1830	Emergency Shelter Grants	\$0	\$174	\$0	\$0	(\$174)	\$0	\$0	\$0	(\$174)	\$0
1840	Other Federal and State Grants	\$73	\$15,800	\$0	\$0	(\$12,706)	(\$2,000)	\$0	\$0	(\$14,706)	\$1,166
1842	ARRA Stimulus Grants	\$181	\$1,787	\$0	\$0	(\$1,967)	\$0	\$0	\$0	(\$1,967)	\$0
1860	RICO	\$4,248	\$2,894	\$0	\$0	(\$3,895)	\$0	\$0	\$0	(\$3,895)	\$3,246
1880	Parks & Rec Self-Sustaining	\$419	\$1,232	\$0	\$0	(\$1,231)	\$0	\$0	\$0	(\$1,231)	\$420
1885	Parks & Rec Designated	\$259	\$7	\$0	\$0	(\$177)	\$0	\$0	\$0	(\$177)	\$89
2120	Airport Capital Grants	\$0	\$16,039	\$0	\$0	\$0	(\$16,039)	\$0	\$0	(\$16,039)	\$0
Sub-Total Special Rev Fund Group:		\$55,397	\$106,915	\$1,768	(\$38,214)	(\$67,254)	(\$25,518)	\$0	(\$5,744)	(\$98,516)	\$27,349

FY 2013 Fund Balance Analysis
(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriatio	Ending Fund Bal.
Debt Service Fund Group:											
1900	General Obligation Bond Debt	\$16,515	\$20,062	\$209	(\$1,583)	\$0	\$0	(\$24,276)	\$0	(\$24,276)	\$10,926
1920	HURF Debt Service	\$7	\$0	\$4,709	\$0	\$0	\$0	(\$4,709)	\$0	(\$4,709)	\$7
1930	P.F.C. Debt Service	\$0	\$0	\$9,010	\$0	\$0	\$0	(\$9,010)	\$0	(\$9,010)	\$0
1940	M.P.C. Debt Service	\$0	\$0	\$16,489	\$0	\$0	\$0	(\$16,489)	\$0	(\$16,489)	\$0
1970	Transportation Bond Debt	\$0	\$0	\$7,331	\$0	\$0	\$0	(\$7,331)	\$0	(\$7,331)	\$0
Sub-Total Debt Svc Fund Group:		\$16,522	\$20,062	\$37,747	(\$1,583)	\$0	\$0	(\$61,815)	\$0	(\$61,815)	\$10,933
Capital Fund Group:											
1380	DIF- Library Buildings	\$1,739	\$7	\$0	\$0	\$0	\$0	\$0	(\$1,747)	(\$1,747)	\$0
1400	DIF- Library Books	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1420+	DIF- Fire Protection Facilities	\$58	\$83	\$0	\$0	\$0	(\$11)	\$0	(\$129)	(\$141)	\$0
1440+	DIF- Police Dept Facilities	\$1,180	\$68	\$0	\$0	\$0	(\$11)	\$0	(\$1,237)	(\$1,248)	\$0
1460+	DIF- Citywide Parks	\$250	\$45	\$0	\$0	\$0	(\$2)	\$0	(\$293)	(\$295)	\$0
1480+	DIF- Citywide Rec Facility	\$1,210	\$49	\$0	(\$209)	\$0	(\$2)	\$0	(\$1,048)	(\$1,050)	\$0
1500+	DIF- Libraries	\$3,151	\$96	\$0	\$0	\$0	(\$213)	\$0	(\$3,034)	(\$3,247)	\$0
1520	DIF- Citywide Open Space	\$503	\$2	\$0	\$0	\$0	(\$262)	\$0	(\$243)	(\$505)	\$0
1540+	DIF- Park Dev Zone 1	\$137	\$21	\$0	\$0	\$0	(\$42)	\$0	(\$116)	(\$157)	\$0
1560+	DIF- Park Dev Zone 2	\$187	\$15	\$0	\$0	\$0	(\$141)	\$0	(\$60)	(\$201)	\$0
1580+	DIF- Park Dev Zone 3	\$51	\$8	\$0	\$0	\$0	(\$39)	\$0	(\$20)	(\$58)	\$0
1600+	DIF- Roadway Improvements	\$1,800	\$227	\$0	(\$1,000)	\$0	(\$257)	\$0	(\$770)	(\$1,027)	\$0
1620	DIF-General Government	\$182	\$1	\$0	\$0	\$0	(\$13)	\$0	(\$170)	(\$182)	\$0
1980	Street/Parking Bonds	\$3,281	\$0	\$0	\$0	(\$6)	(\$2,266)	\$0	(\$1,009)	(\$3,281)	\$0
2000	HURF/Street Bonds	\$286	\$1	\$0	\$0	(\$1)	\$0	\$0	(\$286)	(\$287)	\$0
2040	Public Safety Construction	\$2,429	\$1	\$0	\$0	(\$2)	(\$719)	\$0	(\$1,709)	(\$2,430)	\$0
2060	Parks Construction	\$280	\$0	\$0	\$0	(\$7)	(\$142)	\$0	(\$131)	(\$280)	\$0
2080	Gov't Facilities Construction	\$175	\$0	\$0	\$0	(\$4)	(\$172)	\$0	\$0	(\$175)	\$0
2100	Economic Dev. Construction	\$1,688	\$0	\$0	\$0	(\$2)	(\$1,624)	\$0	(\$63)	(\$1,689)	\$0
2130	Cultural Facility Construction	\$339	\$0	\$0	\$0	\$0	(\$101)	\$0	(\$238)	(\$339)	\$0
2140	Open Space/Trails Construction	\$587	\$0	\$0	\$0	\$0	\$0	\$0	(\$587)	(\$587)	\$0
2160	Library Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2180	Flood Control Construction	\$6,618	\$3	\$0	\$0	(\$5)	(\$2,610)	\$0	(\$4,005)	(\$6,620)	\$0
2210	Transportation Construction	\$7,053	\$0	\$27,863	\$0	(\$14)	(\$34,903)	\$0	\$0	(\$34,916)	\$0
Sub-Total Capital Fund Group:		\$33,182	\$625	\$27,863	(\$1,209)	(\$40)	(\$43,530)	\$0	(\$16,892)	(\$60,462)	\$0
Trust Fund Group:											
2280	Cemetery Perpetual Care	\$5,605	\$22	\$0	\$0	\$0	\$0	\$0	(\$5,626)	(\$5,626)	\$0
Enterprise Fund Group:											
2360+	Water and Sewer	\$64,305	\$77,906	\$0	\$0	(\$48,095)	(\$31,941)	(\$24,201)	(\$5,000)	(\$109,237)	\$32,974
2440	Landfill	\$6,881	\$7,892	\$920	\$0	(\$6,978)	(\$2,770)	\$0	(\$2,000)	(\$11,748)	\$3,946
2480	Sanitation	\$1,809	\$14,835	\$175	\$0	(\$14,323)	(\$1,280)	\$0	(\$500)	(\$16,103)	\$716
2500	Community Housing Services	\$1,769	\$14,219	\$307	\$0	(\$12,700)	\$0	\$0	\$0	(\$12,700)	\$3,595
Sub-Total Enterprise Fund Group:		\$74,764	\$114,853	\$1,402	\$0	(\$82,097)	(\$35,991)	(\$24,201)	(\$7,500)	(\$149,788)	\$41,231
Internal Service Fund Group:											
2540	Risk Management Self Ins.	\$3,601	\$2,540	\$0	\$0	(\$3,025)	\$0	\$0	(\$3,000)	(\$6,025)	\$116
2560	Worker's Comp Self Ins.	\$2,229	\$1,023	\$0	\$0	(\$1,407)	\$0	\$0	\$0	(\$1,407)	\$1,845
2580	Benefits Trust	\$1,312	\$22,313	\$0	\$0	(\$22,349)	\$0	\$0	\$0	(\$22,349)	\$1,277
Sub-Total Internal Svc Fund Group:		\$7,142	\$25,876	\$0	\$0	(\$26,780)	\$0	\$0	(\$3,000)	(\$29,780)	\$3,238
TOTAL		\$191,123	\$466,251	\$89,793	(\$89,793)	(\$347,725)	(\$106,163)	(\$86,016)	(\$39,097)	(\$579,000)	\$78,373

SCHEDULES
Schedule Two by Category



Summary of Revenues by Category
(Includes All Funds)

Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
City Sales Tax	\$92,717,126	\$86,198,143	\$81,252,484	\$109,634,784
Grants	\$22,650,788	\$20,199,269	\$21,710,145	\$56,815,963
Water Revenues	\$42,393,912	\$44,858,419	\$46,740,078	\$44,368,174
Sewer Revenue	\$28,662,682	\$32,301,341	\$31,006,477	\$31,853,906
State Income Tax	\$31,292,382	\$23,590,445	\$19,336,210	\$23,156,962
Miscellaneous	\$21,902,931	\$24,629,678	\$13,697,100	\$22,148,896
Property Tax	\$33,311,218	\$27,487,743	\$20,937,987	\$21,835,958
Internal Charges	\$17,972,244	\$19,360,325	\$19,270,833	\$19,641,433
State Shared Sales Tax	\$17,786,351	\$18,438,079	\$18,337,894	\$18,958,462
City Sales Tax - PS .4		\$7,062,029	\$14,297,367	\$14,511,829
City Contributions	\$14,273,336	\$12,643,745	\$13,479,264	\$13,673,500
Highway User Revenues	\$13,774,184	\$13,843,424	\$10,550,000	\$12,759,293
Residential Sanitation	\$10,299,381	\$10,204,897	\$10,417,000	\$10,412,000
Staff & Adm Chargebacks	\$8,404,382	\$8,404,382	\$9,422,382	\$9,422,382
Motor Vehicle In-Lieu	\$8,129,455	\$7,917,722	\$8,125,685	\$7,516,147
Employee Contributions	\$5,102,408	\$4,938,846	\$5,114,659	\$4,613,000
Retiree Contributions	\$3,269,747	\$3,373,158	\$3,263,758	\$4,008,000
Commercial Sanitation Frontload	\$3,561,214	\$3,390,512	\$3,437,000	\$3,500,000
Court Revenue	\$3,819,749	\$3,617,451	\$3,219,663	\$3,121,197
Recreation Revenue	\$2,522,757	\$2,384,069	\$2,404,578	\$3,021,528
Tipping Fees	\$2,758,555	\$3,166,154	\$2,701,720	\$2,812,540
State Forfeitures	\$3,618,044	\$2,208,398	\$2,800,000	\$2,800,000
Gas/Electric Franchise Fees	\$2,717,704	\$2,705,246	\$2,712,050	\$2,722,000
Arena Fees	\$5,414,384	\$2,582,842	\$2,582,152	\$2,629,906
Fire Department Other Fees	\$1,998,343	\$1,890,846	\$1,974,000	\$2,130,549
Facility Rental Income	\$2,524,178	\$1,956,507	\$2,051,512	\$2,120,815
Recycling Sales	\$1,915,090	\$2,293,642	\$1,890,000	\$1,836,000
Cable Franchise Fees	\$1,468,703	\$1,526,340	\$1,556,573	\$1,547,000
Partner Revenue	\$1,872,109	\$1,210,332	\$1,504,155	\$1,496,637
Interest	\$2,813,253	\$2,111,907	\$1,375,921	\$1,283,135
Building Permits	\$990,838	\$1,018,999	\$1,071,000	\$1,050,000
Security Revenue	\$939,371	\$898,168	\$920,661	\$921,549
Plan Check Fees	\$598,611	\$609,078	\$735,000	\$735,000



SCHEDULES
Schedule Two by Category

**Summary of Revenues by Category
(Includes All Funds)**

Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
LTAf - Lottery	\$599,909		\$665,234	\$665,234
Sales Tax Licenses	\$585,970	\$632,273	\$650,000	\$655,950
Right-of-Way Permits	\$593,237	\$580,039	\$630,000	\$630,000
Development Impact Fees	\$1,093,288	\$819,511	\$670,876	\$581,405
City Property Rental	\$544,001	\$520,742	\$466,876	\$520,947
Commercial Sanitation Rolloff	\$667,608	\$610,416	\$475,000	\$500,000
Library Fines/Fees	\$488,922	\$376,097	\$352,322	\$478,790
Airport Fees	\$505,416	\$478,074	\$439,614	\$447,271
Fire Dept CD Fees	\$360,079	\$225,753	\$314,000	\$397,800
Water Development Impact Fees	\$708,368	\$1,033,130	\$500,000	\$250,000
Loan Proceeds	\$3,481,777	\$249,877	\$242,500	\$240,000
Lease Proceeds	\$1,526,154	\$11,761,648	\$210,284	\$210,200
Liquor Licenses	\$169,396	\$187,430	\$200,000	\$200,000
Planning/Zoning	\$186,604	\$159,550	\$140,000	\$182,400
SRP In-Lieu	\$199,892	\$205,133	\$181,236	\$176,747
Cemetery Revenue	\$163,309	\$200,095	\$160,000	\$160,000
Transit Revenue	\$129,626	\$129,659	\$129,561	\$129,750
Bus./Prof. Licenses	\$108,740	\$117,368	\$110,000	\$110,000
Engineering Plan Check Revenue	\$122,222	\$104,267	\$105,000	\$105,000
Sewer Development Impact Fees	\$231,582	\$335,520	\$200,000	\$100,000
Business Licenses	\$78,828	\$63,297	\$80,000	\$80,000
Health Care Revenue	\$56,328	\$73,288	\$62,824	\$65,966
Miscellaneous Bin Service	\$105,066	\$105,173	\$86,000	\$65,000
Outside City Commercial	\$17,423	\$74,210	\$62,600	\$60,000
Miscellaneous CD Fees	\$123,659	\$92,277	\$60,000	\$60,000
Camelback Ranch Rev - Fire	\$28,674	\$36,119	\$37,800	\$39,000
Equipment Rental	\$24,061	\$29,854	\$33,700	\$35,500
Federal Forfeitures	\$28,187	\$747	\$30,000	\$30,000
Traffic Engineering Plan Check	\$29,247	\$22,091	\$12,000	\$15,000
Development Impact Fees	\$18,866	\$22,750	\$14,550	
Sanitation Development Impact Fe	\$3,864	\$9,156	\$7,500	
Bond Proceeds	\$41,659,534	\$25,685,000		
Grand Total :	\$466,115,267	\$443,962,680	\$387,224,785	\$466,250,505

SCHEDULES
Schedule Two by Fund



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
GENERAL FUND GROUP				
1000 - General				
City Sales Tax	\$50,540,466	\$51,585,904	\$51,900,000	\$75,050,732
State Income Tax	\$31,292,382	\$23,590,445	\$19,336,210	\$23,156,962
State Shared Sales Tax	\$17,786,351	\$18,438,079	\$18,337,894	\$18,958,462
Staff & Adm Chargebacks	\$7,862,000	\$7,862,000	\$8,862,000	\$8,862,000
Motor Vehicle In-Lieu	\$8,129,455	\$7,917,722	\$8,125,685	\$7,516,147
Gas/Electric Franchise Fees	\$2,717,704	\$2,705,246	\$2,712,050	\$2,722,000
Court Revenue	\$3,477,494	\$3,260,799	\$2,853,032	\$2,710,380
Property Tax	\$4,170,237	\$3,682,783	\$2,943,561	\$2,582,325
Miscellaneous	\$2,255,298	\$13,484,697	\$1,736,270	\$2,139,321
Fire Department Other Fees	\$1,998,343	\$1,890,846	\$1,974,000	\$2,130,549
Recreation Revenue	\$1,404,981	\$1,274,072	\$1,231,000	\$1,842,628
Cable Franchise Fees	\$1,468,703	\$1,526,340	\$1,556,573	\$1,547,000
Building Permits	\$990,838	\$1,018,999	\$1,071,000	\$1,050,000
Plan Check Fees	\$598,611	\$609,078	\$735,000	\$735,000
Sales Tax Licenses	\$585,970	\$632,273	\$650,000	\$655,950
Right-of-Way Permits	\$593,237	\$580,039	\$630,000	\$630,000
Facility Rental Income	\$257,819	\$354,660	\$471,502	\$471,502
City Property Rental	\$460,459	\$450,926	\$406,636	\$460,947
Fire Dept CD Fees	\$360,079	\$225,753	\$314,000	\$397,800
Library Fines/Fees	\$251,980	\$188,171	\$171,502	\$297,970
Interest	\$1,224,698	\$211,532	\$250,000	\$250,000
Lease Proceeds	\$325,335	\$11,756,156	\$210,200	\$210,200
Liquor Licenses	\$169,396	\$187,430	\$200,000	\$200,000
Planning/Zoning	\$186,604	\$159,550	\$140,000	\$182,400
Cemetery Revenue	\$163,309	\$200,095	\$160,000	\$160,000
Bus./Prof. Licenses	\$108,740	\$117,368	\$110,000	\$110,000
Engineering Plan Check Revenue	\$122,222	\$104,267	\$105,000	\$105,000
Business Licenses	\$78,828	\$63,297	\$80,000	\$80,000
Miscellaneous CD Fees	\$123,659	\$92,277	\$60,000	\$60,000
SRP In-Lieu	\$28,221	\$28,961	\$31,236	\$26,747
Traffic Engineering Plan Check	\$29,247	\$22,091	\$12,000	\$15,000
Equipment Rental	\$25			
Fund Total - General:	\$139,762,691	\$154,221,856	\$127,376,351	\$155,317,022
1040 - General Services				
Internal Charges	\$7,922,392	\$8,261,881	\$8,937,427	\$8,992,555
Miscellaneous		\$3,475		



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
<u>Fund Total - General Services:</u>	<u>\$7,922,392</u>	<u>\$8,265,356</u>	<u>\$8,937,427</u>	<u>\$8,992,555</u>
1100 - Telephone Services				
Internal Charges	\$1,007,113	\$989,541	\$904,272	\$944,831
<u>Fund Total - Telephone Services:</u>	<u>\$1,007,113</u>	<u>\$989,541</u>	<u>\$904,272</u>	<u>\$944,831</u>
1120 - Vehicle Replacement				
Internal Charges	\$2,116,483	\$1,996,860	\$1,700,280	\$1,625,703
Miscellaneous	\$389,277	\$247,393	\$250,000	\$250,000
Interest	\$39,563	\$28,125	\$15,902	\$16,061
<u>Fund Total - Vehicle Replacement:</u>	<u>\$2,545,323</u>	<u>\$2,272,378</u>	<u>\$1,966,182</u>	<u>\$1,891,764</u>
1140 - PC Replacement				
Internal Charges	\$1,978,370	\$2,042,766	\$1,718,550	\$2,067,884
Interest	\$25,248	\$20,534	\$11,663	\$8,973
Miscellaneous	\$46,484	\$2,877	\$20,000	\$5,000
<u>Fund Total - PC Replacement:</u>	<u>\$2,050,102</u>	<u>\$2,066,177</u>	<u>\$1,750,213</u>	<u>\$2,081,857</u>
1190 - Employee Groups				
Miscellaneous	\$75,054	\$76,666	\$80,000	\$80,000
<u>Fund Total - Employee Groups:</u>	<u>\$75,054</u>	<u>\$76,666</u>	<u>\$80,000</u>	<u>\$80,000</u>
1220 - Arts Commission Fund				
Miscellaneous	\$214,157	\$48,477	\$91,187	\$106,806
Interest	\$17,881	\$7,343	\$5,224	\$5,276
<u>Fund Total - Arts Commission Fund:</u>	<u>\$232,038</u>	<u>\$55,820</u>	<u>\$96,411</u>	<u>\$112,082</u>
1240 - Court Security/Bonds				
Court Revenue	\$340,016	\$356,560	\$366,631	\$410,817
Interest	\$2,256	\$1,924	\$6,469	\$6,483
Miscellaneous	\$37,463	\$36,731		
<u>Fund Total - Court Security/Bonds:</u>	<u>\$379,735</u>	<u>\$395,215</u>	<u>\$373,100</u>	<u>\$417,300</u>
1260 - Library				
Library Fines/Fees	\$236,942	\$187,926	\$180,820	\$180,820
Miscellaneous	\$6,477	\$4,391	\$3,508	\$3,508
<u>Fund Total - Library:</u>	<u>\$243,419</u>	<u>\$192,317</u>	<u>\$184,328</u>	<u>\$184,328</u>
1280 - Youth Sports Complex				
Recreation Revenue	\$36,164	\$32,021	\$27,500	\$27,500
<u>Fund Total - Youth Sports Complex:</u>	<u>\$36,164</u>	<u>\$32,021</u>	<u>\$27,500</u>	<u>\$27,500</u>

SCHEDULES
Schedule Two by Fund



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
1281 - Stadium Event Operations				
Security Revenue	\$882,406	\$852,452	\$860,661	\$861,549
Miscellaneous	\$375	\$1,800		
<u>Fund Total - Stadium Event Operatio</u>	<u>\$882,781</u>	<u>\$854,252</u>	<u>\$860,661</u>	<u>\$861,549</u>
1282 - Arena Event Operations				
Arena Fees	\$959,910	\$400,684	\$379,656	\$407,410
Miscellaneous		\$190,000		
<u>Fund Total - Arena Event Operations:</u>	<u>\$959,910</u>	<u>\$590,684</u>	<u>\$379,656</u>	<u>\$407,410</u>
1283 - CamelbackRanch EventOperations				
Camelback Ranch Rev - Fire	\$28,674	\$36,119	\$37,800	\$39,000
<u>Fund Total - CamelbackRanch Event</u>	<u>\$28,674</u>	<u>\$36,119</u>	<u>\$37,800</u>	<u>\$39,000</u>
1740 - Civic Center				
Facility Rental Income	\$234,000	\$293,350	\$304,000	\$323,000
Miscellaneous	\$106,541	\$78,367	\$72,300	\$91,440
Equipment Rental	\$24,036	\$29,854	\$33,700	\$35,500
Recreation Revenue	\$689	\$4,496	\$300	\$500
<u>Fund Total - Civic Center:</u>	<u>\$365,266</u>	<u>\$406,067</u>	<u>\$410,300</u>	<u>\$450,440</u>
1770 - Zanjero Special Revenue				
City Sales Tax	\$1,213,365	\$1,192,306	\$1,227,000	\$1,734,520
<u>Fund Total - Zanjero Special Revenue</u>	<u>\$1,213,365</u>	<u>\$1,192,306</u>	<u>\$1,227,000</u>	<u>\$1,734,520</u>
1780 - Arena Special Revenue				
City Sales Tax	\$2,053,856	\$2,107,335	\$2,174,038	\$4,538,356
Arena Fees	\$4,454,474	\$2,182,158	\$2,202,496	\$2,222,496
Facility Rental Income	\$320,545	\$222,791	\$1,188,313	\$1,238,313
Miscellaneous	\$2,845		\$4,755,000	\$5,000
<u>Fund Total - Arena Special Revenue:</u>	<u>\$6,831,720</u>	<u>\$4,512,284</u>	<u>\$10,319,847</u>	<u>\$8,004,165</u>
1782 - PFC Special Revenue Fund				
Miscellaneous			\$102,911	\$11,405,000
<u>Fund Total - PFC Special Revenue Fu</u>			<u>\$102,911</u>	<u>\$11,405,000</u>
1790 - Stadium City Sales Tax - AZSTA				
City Sales Tax	\$1,520,432	\$816,388	\$1,600,000	\$2,399,570
<u>Fund Total - Stadium City Sales Tax -</u>	<u>\$1,520,432</u>	<u>\$816,388</u>	<u>\$1,600,000</u>	<u>\$2,399,570</u>
1870 - Marketing Self Sust				
City Sales Tax				\$557,507
Miscellaneous	\$409,328	\$435,372	\$407,000	\$426,000



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
Facility Rental Income		\$1,193		
<u>Fund Total - Marketing Self Sust:</u>	<u>\$409,328</u>	<u>\$436,565</u>	<u>\$407,000</u>	<u>\$983,507</u>
2530 - Training Facility Revenue Fund				
Partner Revenue	\$1,609,495	\$1,210,332	\$1,504,155	\$1,496,637
Miscellaneous	\$6,657	\$825		
<u>Fund Total - Training Facility Revenue</u>	<u>\$1,616,152</u>	<u>\$1,211,157</u>	<u>\$1,504,155</u>	<u>\$1,496,637</u>
2538 - Glendale Health Center				
Health Care Revenue	\$56,328	\$73,288	\$62,824	\$65,966
<u>Fund Total - Glendale Health Center:</u>	<u>\$56,328</u>	<u>\$73,288</u>	<u>\$62,824</u>	<u>\$65,966</u>
<u>TOTAL-GENERAL FUND GROUP</u>	<u>\$168,137,987</u>	<u>\$178,696,457</u>	<u>\$158,607,938</u>	<u>\$197,897,003</u>
SPECIAL REVENUE FUND GROUP				
1300 - Home Grant				
Grants	\$1,111,412	\$730,983	\$773,117	\$773,117
<u>Fund Total - Home Grant:</u>	<u>\$1,111,412</u>	<u>\$730,983</u>	<u>\$773,117</u>	<u>\$773,117</u>
1310 - Neighborhood Stabilization Pgm				
Grants	\$2,237,448	\$2,195,198	\$0	\$500,000
Miscellaneous		\$327,746	\$650,000	\$100,000
<u>Fund Total - Neighborhood Stabilization Pgm</u>	<u>\$2,237,448</u>	<u>\$2,522,944</u>	<u>\$650,000</u>	<u>\$600,000</u>
1311 - N'hood Stabilization Pgm III				
Grants			\$1,684,188	\$1,684,188
<u>Fund Total - N'hood Stabilization Pgm III</u>			<u>\$1,684,188</u>	<u>\$1,684,188</u>
1320 - C.D.B.G.				
Grants	\$2,224,039	\$2,167,755	\$1,387,429	\$2,336,844
Miscellaneous	\$30,617	\$16,803		
<u>Fund Total - C.D.B.G.:</u>	<u>\$2,254,656</u>	<u>\$2,184,558</u>	<u>\$1,387,429</u>	<u>\$2,336,844</u>
1340 - Highway User Gas Tax				
Highway User Revenues	\$13,774,184	\$13,843,424	\$10,550,000	\$12,759,293
Miscellaneous	\$1,643	\$2,130		
<u>Fund Total - Highway User Gas Tax:</u>	<u>\$13,775,827</u>	<u>\$13,845,554</u>	<u>\$10,550,000</u>	<u>\$12,759,293</u>
1640 - Local Transp. Assistance				
LTAF - Lottery	\$599,909		\$665,234	\$665,234
<u>Fund Total - Local Transp. Assistance</u>	<u>\$599,909</u>		<u>\$665,234</u>	<u>\$665,234</u>

SCHEDULES
Schedule Two by Fund



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
1650 - Transportation Grants				
Grants	\$1,200,877	\$671,966	\$1,134,833	\$5,936,055
Miscellaneous				\$2,000,000
<u>Fund Total - Transportation Grants:</u>	<u>\$1,200,877</u>	<u>\$671,966</u>	<u>\$1,134,833</u>	<u>\$7,936,055</u>
1660 - Transportation Sales Tax				
City Sales Tax	\$19,488,267	\$19,485,621	\$20,239,793	\$20,862,081
Grants	\$708,238	\$375,465	\$589,966	\$544,389
Transit Revenue	\$129,626	\$129,659	\$129,561	\$129,750
Interest	\$167,644	\$131,559	\$95,828	\$95,000
Miscellaneous	\$482,170	\$2,172,175	\$10,640	\$10,000
Facility Rental Income		\$21,475	\$4,697	\$5,000
Court Revenue	\$2,239	\$92		
<u>Fund Total - Transportation Sales Ta</u>	<u>\$20,978,184</u>	<u>\$22,316,046</u>	<u>\$21,070,485</u>	<u>\$21,646,220</u>
1700 - Police Special Revenue				
City Sales Tax - PS .4		\$4,708,018	\$9,542,823	\$9,685,966
City Sales Tax	\$11,939,794	\$7,342,698	\$2,745,875	\$2,999,523
<u>Fund Total - Police Special Revenue:</u>	<u>\$11,939,794</u>	<u>\$12,050,716</u>	<u>\$12,288,698</u>	<u>\$12,685,489</u>
1720 - Fire Special Revenue				
City Sales Tax - PS .4		\$2,354,011	\$4,754,544	\$4,825,863
City Sales Tax	\$5,960,946	\$3,667,891	\$1,365,778	\$1,492,495
<u>Fund Total - Fire Special Revenue:</u>	<u>\$5,960,946</u>	<u>\$6,021,902</u>	<u>\$6,120,322</u>	<u>\$6,318,358</u>
1760 - Airport Special Revenue				
Airport Fees	\$505,416	\$478,074	\$439,614	\$447,271
Miscellaneous	\$8,310	\$9,501	\$11,005	\$8,765
Lease Proceeds	\$11,454	\$5,492	\$84	
<u>Fund Total - Airport Special Revenue</u>	<u>\$525,180</u>	<u>\$493,067</u>	<u>\$450,703</u>	<u>\$456,036</u>
1820 - CAP Grant				
Grants		\$1,171,938	\$1,542,675	\$1,121,803
Miscellaneous	\$334,295	\$37,628		
<u>Fund Total - CAP Grant:</u>	<u>\$334,295</u>	<u>\$1,209,566</u>	<u>\$1,542,675</u>	<u>\$1,121,803</u>
1830 - Emergency Shelter Grants				
Grants	\$65,203	\$151,425	\$98,278	\$174,160
<u>Fund Total - Emergency Shelter Gran</u>	<u>\$65,203</u>	<u>\$151,425</u>	<u>\$98,278</u>	<u>\$174,160</u>
1840 - Grants				
Grants	\$3,894,170	\$2,654,000	\$4,250,000	\$15,800,000



SCHEDULES
Schedule Two by Fund

Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
<u>Fund Total - Grants:</u>	<u>\$3,894,170</u>	<u>\$2,654,000</u>	<u>\$4,250,000</u>	<u>\$15,800,000</u>
1842 - ARRA Stimulus Grants				
Grants	\$1,174,353	\$488,550	\$1,034,340	\$1,786,747
Miscellaneous	\$96,972	\$751,550		
<u>Fund Total - ARRA Stimulus Grants:</u>	<u>\$1,271,325</u>	<u>\$1,240,100</u>	<u>\$1,034,340</u>	<u>\$1,786,747</u>
1860 - RICO Funds				
State Forfeitures	\$3,618,044	\$2,208,398	\$2,800,000	\$2,800,000
Interest	\$122,301	\$95,487	\$58,494	\$63,529
Federal Forfeitures	\$28,187	\$747	\$30,000	\$30,000
Miscellaneous	\$30	\$75		
<u>Fund Total - RICO Funds:</u>	<u>\$3,768,562</u>	<u>\$2,304,707</u>	<u>\$2,888,494</u>	<u>\$2,893,529</u>
1880 - Parks & Recreation Self Sust				
Recreation Revenue	\$1,080,473	\$1,072,930	\$1,142,478	\$1,144,100
Facility Rental Income	\$96,161	\$104,126	\$83,000	\$83,000
Miscellaneous	\$11,460	\$7,966	\$4,500	\$4,500
<u>Fund Total - Parks & Recreation Self</u>	<u>\$1,188,094</u>	<u>\$1,185,022</u>	<u>\$1,229,978</u>	<u>\$1,231,600</u>
1885 - Parks & Recreation Designated				
Recreation Revenue	\$450	\$550	\$3,300	\$6,800
Interest	\$1,052	\$722	\$500	\$500
<u>Fund Total - Parks & Recreation Desi</u>	<u>\$1,502</u>	<u>\$1,272</u>	<u>\$3,800</u>	<u>\$7,300</u>
2120 - Airport Capital Grants				
Grants	\$355,511		\$72,035	\$16,039,242
Interest	\$2	\$1		
<u>Fund Total - Airport Capital Grants:</u>	<u>\$355,513</u>	<u>\$1</u>	<u>\$72,035</u>	<u>\$16,039,242</u>
<u>TOTAL-SPECIAL REVENUE FUND GROUP</u>	<u>\$71,462,897</u>	<u>\$69,583,829</u>	<u>\$67,894,609</u>	<u>\$106,915,215</u>
DEBT SERVICE FUND GROUP				
1900 - G.O. Bond Debt Service				
Property Tax	\$29,140,981	\$23,804,960	\$17,994,426	\$19,253,633
Interest	\$354,536	\$675,305	\$668,632	\$658,552
SRP In-Lieu	\$171,671	\$176,172	\$150,000	\$150,000
<u>Fund Total - G.O. Bond Debt Service:</u>	<u>\$29,667,188</u>	<u>\$24,656,437</u>	<u>\$18,813,058</u>	<u>\$20,062,185</u>
1940 - M.P.C. Debt Service				
Facility Rental Income	\$1,609,762	\$953,313		
Miscellaneous	\$88,570	\$15,899		

SCHEDULES
Schedule Two by Fund



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
Interest	\$1			
<u>Fund Total - M.P.C. Debt Service:</u>	<u>\$1,698,333</u>	<u>\$969,212</u>		
<u>TOTAL-DEBT SERVICE FUND GROUP</u>	<u>\$31,365,521</u>	<u>\$25,625,649</u>	<u>\$18,813,058</u>	<u>\$20,062,185</u>
CAPITAL FUND GROUP				
1270 - G.F. Revenue Oblgs				
Interest	\$187			
<u>Fund Total - G.F. Revenue Oblgs:</u>	<u>\$187</u>			
1380 - DIF-Library Blds				
Interest	\$11,170	\$8,670	\$7,108	\$7,123
<u>Fund Total - DIF-Library Blds:</u>	<u>\$11,170</u>	<u>\$8,670</u>	<u>\$7,108</u>	<u>\$7,123</u>
1421 - DIF-Fire Protec Fac pre SB1525				
Development Impact Fees	\$100,735	\$57,697	\$69,213	\$81,867
Interest	\$2,981	\$586	\$167	\$656
<u>Fund Total - DIF-Fire Protec Fac pre</u>	<u>\$103,716</u>	<u>\$58,283</u>	<u>\$69,380</u>	<u>\$82,523</u>
1441 - DIF-Police Faciliti pre SB1525				
Development Impact Fees	\$92,096	\$55,379	\$59,242	\$63,886
Interest	\$10,332	\$6,510	\$3,735	\$3,825
<u>Fund Total - DIF-Police Faciliti pre S</u>	<u>\$102,428</u>	<u>\$61,889</u>	<u>\$62,977</u>	<u>\$67,711</u>
1461 - DIF-Citywide Parks pre SB1525				
Development Impact Fees	\$25,590	\$41,638	\$48,406	\$44,096
Interest	\$912	\$897	\$832	\$925
<u>Fund Total - DIF-Citywide Parks pre</u>	<u>\$26,502</u>	<u>\$42,535</u>	<u>\$49,238</u>	<u>\$45,021</u>
1481 - DIF-Citywide RecFac pre SB1525				
Development Impact Fees	\$27,642	\$44,690	\$50,338	\$44,096
Interest	\$9,186	\$7,364	\$5,600	\$4,568
<u>Fund Total - DIF-Citywide RecFac pr</u>	<u>\$36,828</u>	<u>\$52,054</u>	<u>\$55,938</u>	<u>\$48,664</u>
1501 - DIF-Libraries pre SB1525				
Development Impact Fees	\$40,690	\$66,054	\$84,002	\$84,376
Interest	\$21,623	\$16,373	\$12,738	\$12,103
<u>Fund Total - DIF-Libraries pre SB152</u>	<u>\$62,313</u>	<u>\$82,427</u>	<u>\$96,740</u>	<u>\$96,479</u>
1521 -				
Interest	\$1,879	\$1,924	\$1,980	\$1,569
Development Impact Fees	\$63,334	\$101,697	\$64,377	



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
<u>Fund Total - :</u>	<u>\$65,213</u>	<u>\$103,621</u>	<u>\$66,357</u>	<u>\$1,569</u>
1541 - DIF-Parks Dev Zone1 pre SB1525				
Development Impact Fees	\$9,022	\$27,066	\$20,442	\$20,064
Interest	\$528	\$506	\$512	\$469
<u>Fund Total - DIF-Parks Dev Zone1 pr</u>	<u>\$9,550</u>	<u>\$27,572</u>	<u>\$20,954</u>	<u>\$20,533</u>
1561 - DIF-Parks Dev Zone2 pre SB1525				
Development Impact Fees	\$9,726	\$9,369	\$18,210	\$14,212
Interest	\$1,003	\$844	\$734	\$464
<u>Fund Total - DIF-Parks Dev Zone2 pr</u>	<u>\$10,729</u>	<u>\$10,213</u>	<u>\$18,944</u>	<u>\$14,676</u>
1581 - DIF-Parks Dev Zone3 pre SB1525				
Development Impact Fees	\$4,858	\$1,388	\$6,191	\$7,524
Interest	\$319	\$264	\$200	\$138
<u>Fund Total - DIF-Parks Dev Zone3 pr</u>	<u>\$5,177</u>	<u>\$1,652</u>	<u>\$6,391</u>	<u>\$7,662</u>
1601 - DIF-Roadway Improve pre SB1525				
Development Impact Fees	\$494,038	\$292,686	\$191,017	\$221,284
Interest	\$28,991	\$16,845	\$11,198	\$5,741
<u>Fund Total - DIF-Roadway Improve p</u>	<u>\$523,029</u>	<u>\$309,531</u>	<u>\$202,215</u>	<u>\$227,025</u>
1620 - DIF-General Government				
Interest	(\$688)	\$264	\$643	\$743
Development Impact Fees	\$225,557	\$121,847	\$59,438	
<u>Fund Total - DIF-General Governmen</u>	<u>\$224,869</u>	<u>\$122,111</u>	<u>\$60,081</u>	<u>\$743</u>
1980 - Streets Constr. - 1999 Auth				
Interest	\$31,851	\$3,960		
Miscellaneous	\$77,898			
<u>Fund Total - Streets Constr. - 1999 Au</u>	<u>\$109,749</u>	<u>\$3,960</u>		
2000 - Hurf Street Bonds				
Interest	\$4,210	\$1,709	\$1,390	\$1,349
Miscellaneous	\$105,574			
<u>Fund Total - Hurf Street Bonds:</u>	<u>\$109,784</u>	<u>\$1,709</u>	<u>\$1,390</u>	<u>\$1,349</u>
2040 - Public Safety Construction				
Interest	(\$14,059)	\$37,542	\$2,025	\$1,190
Miscellaneous	\$8,879	\$171,280		
Bond Proceeds	\$12,302,816			
<u>Fund Total - Public Safety Constructi</u>	<u>\$12,297,636</u>	<u>\$208,822</u>	<u>\$2,025</u>	<u>\$1,190</u>

SCHEDULES
Schedule Two by Fund



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
2060 - Parks Construction				
Interest	(\$5,392)	\$9,223	\$132	\$76
Bond Proceeds	\$8,967,053			
Miscellaneous	\$3,339			
<u>Fund Total - Parks Construction:</u>	<u>\$8,965,000</u>	<u>\$9,223</u>	<u>\$132</u>	<u>\$76</u>
2080 - Gov't Facilities - 1999 Auth				
Interest	(\$531)	\$799		
Bond Proceeds	\$4,526,035			
Miscellaneous	\$1,716			
<u>Fund Total - Gov't Facilities - 1999 A</u>	<u>\$4,527,220</u>	<u>\$799</u>		
2100 - Economic Dev. Constr-1999 Auth				
Interest	(\$4,429)	\$13,899	\$894	\$444
Bond Proceeds	\$1,785,408			
Miscellaneous	\$13,208			
<u>Fund Total - Economic Dev. Constr-1</u>	<u>\$1,794,187</u>	<u>\$13,899</u>	<u>\$894</u>	<u>\$444</u>
2140 - Open Space/Trails Constr-99 Au				
Interest	\$799			
<u>Fund Total - Open Space/Trails Const</u>	<u>\$799</u>			
2180 - Flood Control Construction				
Interest	\$540	\$94,473	\$5,531	\$2,670
Miscellaneous	\$7,523,801		\$288,291	
Bond Proceeds	\$14,078,222			
<u>Fund Total - Flood Control Construct</u>	<u>\$21,602,563</u>	<u>\$94,473</u>	<u>\$293,822</u>	<u>\$2,670</u>
2210 - Transportation Capital Project				
Interest	\$45,203	\$26,232		
Miscellaneous	\$2,065			
<u>Fund Total - Transportation Capital</u>	<u>\$47,268</u>	<u>\$26,232</u>		
2536 - Training Facility Capital Proj				
Partner Revenue	\$262,614			
<u>Fund Total - Training Facility Capital</u>	<u>\$262,614</u>			
<u>TOTAL-CAPITAL FUND GROUP</u>	<u>\$50,898,531</u>	<u>\$1,239,675</u>	<u>\$1,014,586</u>	<u>\$625,458</u>
TRUST FUND GROUP				
2280 - Cemetery Perpetual Care				
Interest	\$35,829	\$27,944	\$21,293	\$21,505



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
<u>Fund Total - Cemetery Perpetual Car</u>	<u>\$35,829</u>	<u>\$27,944</u>	<u>\$21,293</u>	<u>\$21,505</u>
<u>TOTAL-TRUST FUND GROUP</u>	<u>\$35,829</u>	<u>\$27,944</u>	<u>\$21,293</u>	<u>\$21,505</u>

ENTERPRISE FUND GROUP

2360 - Water and Sewer

Water Revenues	\$42,393,912	\$44,858,419	\$46,740,078	\$44,368,174
Sewer Revenue	\$28,662,682	\$32,301,341	\$31,006,477	\$31,853,906
Miscellaneous	\$4,106,249	\$1,165,348	\$909,839	\$1,170,156
Water Development Impact Fees	\$708,368	\$1,033,130	\$500,000	\$250,000
Sewer Development Impact Fees	\$231,582	\$335,520	\$200,000	\$100,000
Staff & Adm Chargebacks	\$168,000	\$168,000	\$82,000	\$82,000
City Property Rental	\$83,542	\$69,816	\$60,240	\$60,000
Interest	\$409,810	\$546,142	\$111,000	\$22,000
Bond Proceeds		\$25,685,000		
Facility Rental Income	\$5,891	\$5,599		
Loan Proceeds	\$3,231,900			
Grants	\$500			

<u>Fund Total - Water and Sewer:</u>	<u>\$80,002,436</u>	<u>\$106,168,315</u>	<u>\$79,609,634</u>	<u>\$77,906,236</u>

2440 - Landfill

Tipping Fees	\$2,758,555	\$3,166,154	\$2,701,720	\$2,812,540
Internal Charges	\$2,191,865	\$2,437,966	\$2,358,000	\$2,376,000
Recycling Sales	\$1,915,090	\$2,293,642	\$1,890,000	\$1,836,000
Staff & Adm Chargebacks	\$327,000	\$327,000	\$431,000	\$431,000
Loan Proceeds	\$249,877	\$249,877	\$242,500	\$240,000
Miscellaneous	\$122,456	\$110,248	\$127,400	\$146,400
Interest	\$157,210	\$51,909	\$40,000	\$50,000
Development Impact Fees	\$18,866	\$22,750	\$14,550	

<u>Fund Total - Landfill:</u>	<u>\$7,740,919</u>	<u>\$8,659,546</u>	<u>\$7,805,170</u>	<u>\$7,891,940</u>

2480 - Sanitation

Residential Sanitation	\$10,299,381	\$10,204,897	\$10,417,000	\$10,412,000
Commercial Sanitation Frontload	\$3,561,214	\$3,390,512	\$3,437,000	\$3,500,000
Commercial Sanitation Rolloff	\$667,608	\$610,416	\$475,000	\$500,000
Internal Charges	\$158,495	\$119,744	\$143,000	\$150,000
Miscellaneous	\$216,406	\$125,547	\$77,249	\$97,000
Miscellaneous Bin Service	\$105,066	\$105,173	\$86,000	\$65,000
Outside City Commercial	\$17,423	\$74,210	\$62,600	\$60,000
Staff & Adm Chargebacks	\$47,382	\$47,382	\$47,382	\$47,382

SCHEDULES
Schedule Two by Fund



Summary of Revenues

Fund Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
Interest	\$12,687	\$11,248	\$4,000	\$4,000
Sanitation Development Impact Fe	\$3,864	\$9,156	\$7,500	
Lease Proceeds	\$1,189,365			
<u>Fund Total - Sanitation:</u>	<u>\$16,278,891</u>	<u>\$14,698,285</u>	<u>\$14,756,731</u>	<u>\$14,835,382</u>
2500 - Pub Housing Budget Activities				
Grants	\$9,679,037	\$9,591,989	\$9,143,284	\$10,119,418
Miscellaneous	\$4,869,760	\$4,828,513	\$4,100,000	\$4,100,000
<u>Fund Total - Pub Housing Budget Act</u>	<u>\$14,548,797</u>	<u>\$14,420,502</u>	<u>\$13,243,284</u>	<u>\$14,219,418</u>
<u>TOTAL-ENTERPRISE FUND GROUP</u>	<u>\$118,571,043</u>	<u>\$143,946,648</u>	<u>\$115,414,819</u>	<u>\$114,852,976</u>

INTERNAL SERVICE FUND GROUP

2540 - Risk Management Self Insurance

Internal Charges	\$2,488,937	\$2,499,891	\$2,500,000	\$2,500,000
Security Revenue	\$28,483	\$22,858	\$30,000	\$30,000
Interest	\$47,020	\$21,397	\$9,475	\$9,569
<u>Fund Total - Risk Management Self I</u>	<u>\$2,564,440</u>	<u>\$2,544,146</u>	<u>\$2,539,475</u>	<u>\$2,539,569</u>

2560 - Workers Comp. Self Insurance

Internal Charges		\$984,458	\$984,460	\$984,460
Security Revenue	\$28,482	\$22,858	\$30,000	\$30,000
Interest	\$15,537	\$9,684	\$8,761	\$8,848
<u>Fund Total - Workers Comp. Self Ins</u>	<u>\$44,019</u>	<u>\$1,017,000</u>	<u>\$1,023,221</u>	<u>\$1,023,308</u>

2580 - Benefits Trust Fund

City Contributions	\$14,273,336	\$12,643,745	\$13,479,264	\$13,673,500
Employee Contributions	\$5,102,408	\$4,938,846	\$5,114,659	\$4,613,000
Retiree Contributions	\$3,269,747	\$3,373,158	\$3,263,758	\$4,008,000
Interest	\$33,363	\$22,167	\$13,261	\$18,786
Internal Charges	\$108,589	\$27,218	\$24,844	
Miscellaneous	\$247,557	\$276,198		
<u>Fund Total - Benefits Trust Fund:</u>	<u>\$23,035,000</u>	<u>\$21,281,332</u>	<u>\$21,895,786</u>	<u>\$22,313,286</u>

<u>TOTAL-INTERNAL SERVICE FUND GROUP</u>	<u>\$25,643,459</u>	<u>\$24,842,478</u>	<u>\$25,458,482</u>	<u>\$25,876,163</u>

TOTAL - ALL REVENUE : **\$466,115,267** **\$443,962,680** **\$387,224,785** **\$466,250,505**



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
GENERAL FUND GROUP				
1000 - GENERAL				
<u>CITY ATTORNEY GROUP</u>				
<u>City Attorney</u>				
10610 City Attorney	\$2,348,048	\$2,384,723	\$2,378,306	\$2,554,970
10615 Outside Legal Fees	\$291,665	\$500,000	\$1,000,000	\$500,000
<u>Dept. Total - City Attorney</u>	<u>\$2,639,713</u>	<u>\$2,884,723</u>	<u>\$3,378,306</u>	<u>\$3,054,970</u>
<u>CITY CLERK GROUP</u>				
<u>City Clerk</u>				
10210 City Clerk	\$392,031	\$372,249	\$370,864	\$412,442
10220 Records Management	\$141,139	\$134,634	\$133,274	\$147,358
10240 Elections	\$85,772	\$111,556	\$97,996	\$138,941
<u>Dept. Total - City Clerk</u>	<u>\$618,942</u>	<u>\$618,439</u>	<u>\$602,134</u>	<u>\$698,741</u>
<u>CITY COURT GROUP</u>				
<u>City Court</u>				
10410 City Court	\$3,453,731	\$3,387,792	\$3,353,567	\$3,570,321
<u>CITY MANAGER GROUP</u>				
<u>Admin Svcs Admin.</u>				
11210 Administration Services Admin.	\$262,220	\$152,316	\$152,316	
<u>City Manager</u>				
10310 City Manager	\$971,182	\$895,124	\$889,395	\$827,696
<u>Group Total - CITY MANAGER:</u>	<u>\$1,233,402</u>	<u>\$1,047,440</u>	<u>\$1,041,711</u>	
<u>COMMUNICATIONS GROUP</u>				
<u>Conv./Media/Parking</u>				
10890 Convention/Media/Parking	\$278,967	\$274,515	\$267,278	\$268,358
10891 Media Center Operations	\$147,775	\$142,988	\$141,200	\$142,603
<u>Dept. Total - Conv./Media/Parking</u>	<u>\$426,742</u>	<u>\$417,503</u>	<u>\$408,478</u>	<u>\$410,961</u>
<u>Marketing and Comm.</u>				
10810 Marketing	\$1,005,313	\$853,849	\$852,425	\$1,068,890
10820 Tourism	\$227,385	\$215,385	\$213,323	\$231,442
14110 City-Wide Special Events	\$283,567	\$277,840	\$277,523	\$321,007
14115 Audio/Visual	\$199,562	\$188,922	\$188,087	\$126,289
14120 Cable Communications	\$719,690	\$666,655	\$664,606	\$619,222
<u>Dept. Total - Marketing and Comm.</u>	<u>\$2,435,517</u>	<u>\$2,202,651</u>	<u>\$2,195,964</u>	<u>\$2,366,850</u>
<u>Group Total - COMMUNICATIONS:</u>	<u>\$2,862,259</u>	<u>\$2,620,154</u>	<u>\$2,604,442</u>	<u>\$2,777,811</u>
<u>COMMUNITY & ECON DEV GROUP</u>				
<u>Building Safety</u>				
15610 Building Safety	\$1,976,985	\$1,895,038	\$1,889,630	\$1,795,236

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
15620 Development Services Center	\$363,070	\$425,102	\$393,078	\$361,758
<u>Dept. Total - Building Safety</u>	<u>\$2,340,055</u>	<u>\$2,320,140</u>	<u>\$2,282,708</u>	<u>\$2,156,994</u>
<u>Economic Development</u>				
16010 Economic Development	\$713,484	\$626,736	\$621,995	\$773,718
16025 Business Development	\$3,558,920	\$468,583	\$785,428	\$328,583
<u>Dept. Total - Economic Development</u>	<u>\$4,272,404</u>	<u>\$1,095,319</u>	<u>\$1,407,423</u>	<u>\$1,102,301</u>
<u>Planning</u>				
13770 Mapping and Records	\$93,467	\$96,327	\$95,505	\$105,129
15910 Planning Administration	\$314,618	\$323,524	\$320,664	\$354,377
15930 Current Planning	\$353,764	\$323,844	\$323,844	\$256,829
15940 Long-Range Planning & Research	\$163,816	\$126,988	\$126,988	\$142,469
<u>Dept. Total - Planning</u>	<u>\$925,665</u>	<u>\$870,683</u>	<u>\$867,001</u>	<u>\$858,804</u>
<u>Rebates & Incentives</u>				
16210 Rebates & Incentives	\$50,000	\$100,000	\$100,000	\$388,000
<u>Group Total - COMMUNITY & ECON DEV:</u>	<u>\$7,588,124</u>	<u>\$4,386,142</u>	<u>\$4,657,132</u>	<u>\$4,506,099</u>
<u>FINANCIAL SERVICES GROUP</u>				
<u>Finance</u>				
11310 Finance Administration	\$428,576	\$531,275	\$529,766	\$483,798
11320 Accounting Services	\$852,193	\$848,492	\$847,099	\$823,627
11340 License/Collection	\$697,775	\$665,368	\$651,559	\$722,844
<u>Dept. Total - Finance</u>	<u>\$1,978,544</u>	<u>\$2,045,135</u>	<u>\$2,028,424</u>	<u>\$2,030,269</u>
<u>Lease Pmts/OtherFees</u>				
11380 Lease Payments	\$12,963,406	\$403,075	\$632,758	\$1,177,077
11390 Merchant Fees	\$280,436	\$199,687	\$199,687	\$199,687
89800 1000 Advisor Fees	\$58,132	\$90,000	\$90,000	\$90,000
<u>Dept. Total - Lease Pmts/OtherFees</u>	<u>\$13,301,974</u>	<u>\$692,762</u>	<u>\$922,445</u>	<u>\$1,466,764</u>
<u>Management & Budget</u>				
11360 Materials Management	\$395,613	\$163,126	\$163,002	\$292,544
11610 Budget & Research	\$638,863	\$622,329	\$621,113	\$554,290
11620 Grants Administration	\$39,011	\$58,653	\$58,609	\$65,743
<u>Dept. Total - Management & Budget</u>	<u>\$1,073,487</u>	<u>\$844,108</u>	<u>\$842,724</u>	<u>\$912,577</u>
<u>Group Total - FINANCIAL SERVICES:</u>	<u>\$16,354,005</u>	<u>\$3,582,005</u>	<u>\$3,793,593</u>	<u>\$4,409,610</u>
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12410 Fire Administration	\$1,658,063	\$1,605,998	\$1,605,297	\$1,666,157
12421 Fire Special Operations	\$18,234	\$16,293	\$15,478	\$16,293
12422 Fire Operations	\$17,047,101	\$17,785,340	\$17,737,651	\$19,160,363
12433 Fire Resource Management	\$1,996,372	\$2,070,956	\$1,899,197	\$2,078,803
12434 Fire Training	\$11,406	\$13,656	\$12,973	\$13,656
12436 Fire Medical Services & Health	\$32,787	\$48,983	\$46,546	\$48,983
12441 Fire Marshal's Office	\$826,394	\$812,173	\$809,600	\$813,458
12444 Fire Community Services	\$12,412	\$15,250	\$14,487	\$15,250
12491 Ambulance Services	\$451,597	\$484,004	\$470,107	\$498,294



SCHEDULES
Schedule Three

Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
12492 Air-Med & Logistics Ops (HALO)	\$713,102	\$736,989	\$736,989	\$767,633
12521 PS Training Ctr - Fire	\$436,937	\$567,227	\$567,227	\$581,875
<u>Dept. Total - Fire Department</u>	<u>\$23,204,405</u>	<u>\$24,156,869</u>	<u>\$23,915,552</u>	<u>\$25,660,765</u>
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
11010 Risk Management/Safety	\$190,523	\$121,547	\$120,326	\$132,626
11020 Benefits	\$134,757	\$144,941	\$144,100	\$101,704
11030 Human Resources Administration	\$611,008	\$563,541	\$558,751	\$348,246
11040 Employment Services	\$332,755	\$315,455	\$314,622	\$364,182
11050 Employee Relations	\$177,976	\$166,386	\$166,311	\$186,022
11060 Compensation	\$429,994	\$374,781	\$374,707	\$424,728
11070 Organizational Development	\$287,025	\$259,189	\$289,189	\$163,192
<u>Dept. Total - Human Resources</u>	<u>\$2,164,038</u>	<u>\$1,945,840</u>	<u>\$1,968,006</u>	<u>\$1,720,700</u>
<u>INTERGOVT. PROGRAMS GROUP</u>				
<u>Intergovt. Programs</u>				
10910 Intergovernmental Programs	\$711,739	\$686,721	\$671,875	\$640,658
<u>INTERNAL AUDIT GROUP</u>				
<u>Internal Audit</u>				
10710 Internal Audit	\$278,587	\$265,196	\$264,741	\$291,823
<u>MAYOR & COUNCIL GROUP</u>				
<u>Council Office</u>				
10110 Council Office	\$513,676	\$489,998	\$489,998	\$573,118
10120 Cholla District	\$67,927	\$104,581	\$74,581	\$65,705
10130 Barrel District	\$57,731	\$99,446	\$81,814	\$63,663
10140 Sahuaro District	\$55,708	\$99,264	\$83,858	\$61,585
10150 Cactus District	\$75,201	\$99,213	\$85,073	\$94,143
10160 Yucca District	\$52,058	\$99,258	\$70,342	\$97,504
10170 Ocotillo District	\$78,788	\$99,223	\$91,002	\$87,594
<u>Dept. Total - Council Office</u>	<u>\$901,089</u>	<u>\$1,090,983</u>	<u>\$976,668</u>	<u>\$1,043,312</u>
<u>Mayor</u>				
10010 Office of the Mayor	\$341,358	\$333,342	\$333,342	\$362,188
<u>Group Total - MAYOR & COUNCIL:</u>	<u>\$1,242,447</u>	<u>\$1,424,325</u>	<u>\$1,310,010</u>	<u>\$1,405,500</u>
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Code Compliance</u>				
14410 Code Compliance	\$1,354,424	\$1,295,976	\$1,291,146	\$1,256,396
15015 Neighborhood Partnership	\$469,600	\$455,321	\$453,681	\$222,099
<u>Dept. Total - Code Compliance</u>	<u>\$1,824,024</u>	<u>\$1,751,297</u>	<u>\$1,744,827</u>	<u>\$1,478,495</u>
<u>Comm. Action Program</u>				
14420 CAP Local Match	\$119,600	\$129,859	\$124,364	\$129,859

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
<u>Comm. Partnerships</u>				
15010 Community Revitalization	\$317,927	\$507,275	\$500,483	\$363,066
<u>Comm. Services Adm</u>				
14510 Comm. Services Admin.	\$190,064			
<u>Community Dev Admin</u>				
15510 CD Deputy City Manager	\$193,523	\$186,405	\$186,095	\$205,473
<u>Group Total - N'HOOD & HUMAN SVCS:</u>	<u>\$2,645,138</u>	<u>\$2,574,836</u>	<u>\$2,555,769</u>	<u>\$2,176,893</u>
<u>NON-DEPARTMENTAL GROUP</u>				
<u>Non-Departmental</u>				
11801 Fund 1000 Non-Dept	\$543,453	\$765,358	\$6,762,632	\$644,720
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Library & Arts</u>				
15220 Library	\$5,943,273	\$5,655,581	\$5,601,987	\$4,894,769
15230 Arts Maintenance - Admin.	\$27,304	\$30,302	\$28,914	\$329
<u>Dept. Total - Library & Arts</u>	<u>\$5,970,577</u>	<u>\$5,685,883</u>	<u>\$5,630,901</u>	<u>\$4,895,098</u>
<u>Parks & Recreation</u>				
13010 Pool Maintenance	\$211,873	\$187,553	\$184,761	\$175,333
13020 Park Irrigation	\$235,967	\$242,779	\$240,297	\$174,568
13030 Parks CIP & Planning	\$155,281	\$174,510	\$174,000	\$105,439
13040 Parks Maintenance	\$3,453,188	\$3,208,114	\$3,103,503	\$3,363,140
14610 Parks & Recreation Admin.	\$145,621	\$139,186	\$139,131	\$378,753
14620 Glendale Community Center	\$134,598	\$129,873	\$129,188	\$72,358
14630 Recreation Support Services	\$848,637	\$793,122	\$775,669	\$733,082
14640 Adult Center	\$483,979	\$484,688	\$482,762	\$370,526
14650 Youth and Teen	\$437,573	\$530,707	\$523,811	\$420,808
14660 Special Events and Programs	\$65,485	\$86,276	\$85,992	\$6,258
14670 Sports and Health	\$409,044	\$392,850	\$391,817	\$298,557
14680 Aquatics	\$210,294	\$218,251	\$211,529	\$140,960
14690 Audio/Visual	\$296			
14700 Marketing - Parks & Rec	\$140,554	\$139,706	\$138,790	\$0
14710 Park Rangers	\$266,224	\$259,807	\$253,554	\$273,166
14720 Foothills Recreation Center	\$1,547,919	\$1,426,274	\$1,426,274	\$1,378,645
14760 Historic Sahuaro Ranch	\$246,225	\$231,126	\$230,244	\$92,862
<u>Dept. Total - Parks & Recreation</u>	<u>\$8,992,758</u>	<u>\$8,644,822</u>	<u>\$8,491,322</u>	<u>\$7,984,455</u>
<u>Group Total - PARKS, REC & LIBRARY:</u>	<u>\$14,963,335</u>	<u>\$14,330,705</u>	<u>\$14,122,223</u>	<u>\$12,879,553</u>
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12110 Police Legal Services	\$30,236	\$4,467	\$3,976	\$4,185
12120 Police Administration	\$2,807,258	\$2,377,837	\$2,364,172	\$2,393,571
12130 Central Patrol Bureau	\$10,133,990	\$10,712,033	\$10,675,151	\$10,911,821
12150 Crime Investigations	\$8,158,156	\$8,487,109	\$8,463,766	\$9,227,328
12160 Police Personnel Management	\$2,243,270	\$2,232,275	\$2,229,545	\$2,114,192



SCHEDULES
Schedule Three

Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
12170 Foothills Patrol Bureau	\$10,159,045	\$10,480,476	\$10,452,664	\$11,758,912
12180 Police Support Services	\$1,636,219	\$1,330,181	\$1,326,422	\$1,396,654
12210 PD - Fiscal Management	\$1,874,892	\$2,839,755	\$2,808,652	\$2,837,345
12215 PD - Tow Administration	\$45,496	\$44,128	\$44,093	\$51,693
12220 PD - Detention	\$1,298,984	\$1,097,144	\$1,067,408	\$1,219,934
12230 PD - Communications	\$2,453,224	\$2,255,017	\$2,232,435	\$2,462,604
12232 PS Training Ctr - Police	\$436,937	\$577,227	\$577,227	\$581,875
12233 PD - Special Operations	\$4,201,675	\$4,460,707	\$4,434,437	\$4,558,932
12235 PD - Emergency Management	\$737,029	\$737,610	\$708,260	\$428,621
<u>Dept. Total - Police Department</u>	<u>\$46,216,411</u>	<u>\$47,635,966</u>	<u>\$47,388,208</u>	<u>\$49,947,667</u>
<u>PUBLIC WORKS GROUP</u>				
<u>Engineering</u>				
13710 BofA Bank Building	\$238,515	\$256,579	\$243,750	\$256,579
13715 Promenade at Paltaire	\$61,122	\$56,400	\$53,580	\$56,400
13720 Engineering Administration	\$621,151	\$584,296	\$583,022	\$239,119
13730 Design Division	\$284,220	\$229,987	\$228,249	\$26,900
13780 Land Development Division	\$310,766	\$306,881	\$305,859	\$332,794
13790 Construction Inspection	\$350,707	\$412,707	\$410,112	\$413,204
13800 Materials Testing	\$219,803	\$225,901	\$223,686	\$231,379
13820 Utility Inspection	\$85,638	\$13,622	\$13,130	
<u>Dept. Total - Engineering</u>	<u>\$2,171,922</u>	<u>\$2,086,373</u>	<u>\$2,061,388</u>	<u>\$1,556,375</u>
<u>Field Operations</u>				
11370 Materials Control Warehouse	\$283,291	\$279,552	\$278,479	\$217,428
13410 Field Operations Admin.	\$638,112	\$610,971	\$595,742	\$648,008
13420 Cemetery	\$201,437	\$221,401	\$216,249	\$239,082
13430 Manistee Ranch Maintenance	\$5,403	\$5,113	\$4,857	\$5,113
13440 Graffiti Removal	\$220,688	\$234,496	\$229,238	\$193,603
13450 Facilities Management	\$3,867,667	\$3,774,973	\$3,639,432	\$3,452,476
13460 Custodial Services	\$913,968	\$890,900	\$879,842	\$862,107
13461 Downtown Parking Garage	\$75,690	\$82,859	\$78,729	\$82,859
16040 Downtown Beaut. & Promotion	\$262,297	\$242,095	\$238,148	\$152,420
<u>Dept. Total - Field Operations</u>	<u>\$6,468,553</u>	<u>\$6,342,360</u>	<u>\$6,160,716</u>	<u>\$5,853,096</u>
<u>Public Works Admin.</u>				
13310 Public Works Administration	\$126,768			
<u>Group Total - PUBLIC WORKS:</u>	<u>\$8,767,243</u>	<u>\$8,428,733</u>	<u>\$8,222,104</u>	<u>\$7,409,471</u>
<u>TECH. & INNOVATION GROUP</u>				
<u>Info. Technology</u>				
11510 Information Technology	\$2,986,696	\$2,757,188	\$2,753,400	\$3,495,158
<u>WATER SERVICES GROUP</u>				
<u>Env. Resources</u>				
12910 HazMat Incidence Response	\$21,617	\$26,845	\$21,158	\$0

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - GENERAL:	\$138,495,285	\$123,525,277	\$129,386,563	\$126,118,156
1040 - GENERAL SERVICES				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13510 Equipment Management	\$3,528,954	\$3,810,623	\$3,810,623	\$3,866,686
13520 Fuel Services	\$3,401,022	\$3,303,029	\$3,303,029	\$3,303,029
13530 Parts Store Operations	\$1,326,662	\$1,820,397	\$1,820,397	\$1,822,840
Dept. Total - Field Operations	\$8,256,638	\$8,934,049	\$8,934,049	\$8,992,555
Fund Total - GENERAL SERVICES:	\$8,256,638	\$8,934,049	\$8,934,049	\$8,992,555
1100 - TELEPHONE SERVICES				
<u>TECH. & INNOVATION GROUP</u>				
<u>Info. Technology</u>				
11520 Telephones	\$792,263	\$979,324	\$979,324	\$981,990
Fund Total - TELEPHONE SERVICES:	\$792,263	\$979,324	\$979,324	\$981,990
1120 - VEHICLE REPLACEMENT				
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13610 Equipment Replacement	\$1,857,539	\$3,029,742	\$2,582,538	\$2,795,693
Fund Total - VEHICLE REPLACEMENT:	\$1,857,539	\$3,029,742	\$2,582,538	\$2,795,693
1140 - PC REPLACEMENT				
<u>TECH. & INNOVATION GROUP</u>				
<u>Info. Technology</u>				
11530 Technology Replacement	\$1,405,989	\$3,511,584	\$2,016,559	\$3,166,124
Fund Total - PC REPLACEMENT:	\$1,405,989	\$3,511,584	\$2,016,559	\$3,166,124
1190 - EMPLOYEE GROUPS				
<u>HR & RISK MGT GROUP</u>				
<u>Employee Groups</u>				
11110 GEMS	\$11,154			\$20,000
11120 Diversity Committee	\$31,392	\$54,000	\$40,225	\$0
11130 Glendale Hispanic Network	\$21,277		\$13,775	
11140 Holiday Event		\$30,000	\$30,000	\$0
Dept. Total - Employee Groups	\$63,823	\$84,000	\$84,000	\$20,000



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - EMPLOYEE GROUPS:	<u>\$63,823</u>	<u>\$84,000</u>	<u>\$84,000</u>	<u>\$20,000</u>
1220 - ARTS COMMISSION FUND				
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Library & Arts</u>				
15310 Arts Maintenance	\$47,800	\$127,787	\$127,787	\$166,090
Fund Total - ARTS COMMISSION FUND:	<u>\$47,800</u>	<u>\$127,787</u>	<u>\$127,787</u>	<u>\$166,090</u>
1240 - COURT SECURITY/BONDS				
<u>CITY COURT GROUP</u>				
<u>City Court</u>				
10510 Court Security	\$270,486	\$398,469	\$278,357	\$471,345
10520 Court Time Payments	\$75,693	\$128,391	\$127,177	\$129,699
10530 Fill the Gap	\$8,193	\$57,000	\$3,542	\$57,000
Dept. Total - City Court	<u>\$354,372</u>	<u>\$583,860</u>	<u>\$409,076</u>	<u>\$658,044</u>
Fund Total - COURT SECURITY/BONDS:	<u>\$354,372</u>	<u>\$583,860</u>	<u>\$409,076</u>	<u>\$658,044</u>
1260 - LIBRARY				
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Library & Arts</u>				
15410 Library Book Fund	\$71,731	\$142,223	\$247,305	\$155,000
15420 Library Special Revenue	\$65,616	\$105,150		
Dept. Total - Library & Arts	<u>\$137,347</u>	<u>\$247,373</u>	<u>\$247,305</u>	<u>\$155,000</u>
Fund Total - LIBRARY:	<u>\$137,347</u>	<u>\$247,373</u>	<u>\$247,305</u>	<u>\$155,000</u>
1280 - YOUTH SPORTS COMPLEX				
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Parks & Recreation</u>				
13290 YSC - Parks & Rec	\$248,516	\$262,000	\$186,000	\$262,000
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
13470 YSC - Facilities Mgt.	\$46,031	\$60,000	\$60,000	\$60,000
Fund Total - YOUTH SPORTS COMPLEX:	<u>\$294,547</u>	<u>\$322,000</u>	<u>\$246,000</u>	<u>\$322,000</u>
1281 - STADIUM EVENT OPERATIONS				
<u>COMMUNICATIONS GROUP</u>				
<u>Marketing and Comm.</u>				
10840 Mkt'g - Stadium Events	\$101,243	\$106,500	\$106,500	\$25,070

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12515 Fire - Fiesta Bowl Event	\$45,396	\$159,942	\$159,942	\$159,942
12520 Stadium - Fire Event Staffing	\$193,710	\$229,886	\$229,886	\$229,886
12555 Fire - BCS Event	\$43,919			
<u>Dept. Total - Fire Department</u>	<u>\$283,025</u>	<u>\$389,828</u>	<u>\$389,828</u>	<u>\$389,828</u>
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12231 Stadium - PD Event Staffing	\$1,316,787	\$1,343,947	\$1,343,947	\$1,342,031
12234 PD - Fiesta Bowl Event	\$308,906	\$401,268	\$401,268	\$401,268
12355 PD - BCS Event	\$297,989			
<u>Dept. Total - Police Department</u>	<u>\$1,923,682</u>	<u>\$1,745,215</u>	<u>\$1,745,215</u>	<u>\$1,743,299</u>
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Transportation</u>				
16840 Stadium - Transportation Ops.	\$592,861	\$645,734	\$245,734	\$645,734
16845 Transp - Fiesta Bowl Event	\$74,165	\$79,942	\$79,942	\$79,942
<u>Dept. Total - Transportation</u>	<u>\$667,026</u>	<u>\$725,676</u>	<u>\$325,676</u>	<u>\$725,676</u>
<u>Fund Total - STADIUM EVENT OPERATIONS:</u>	<u>\$2,974,976</u>	<u>\$2,967,219</u>	<u>\$2,567,219</u>	<u>\$2,883,873</u>

1282 - ARENA EVENT OPERATIONS

FINANCIAL SERVICES GROUP

Finance

11415 Arena Management Fee	\$25,000,000	\$20,000,000	\$25,000,000	\$17,000,000

FIRE SERVICES GROUP

Fire Department

12489 Westgate - Fire Event Staffing	\$5,042			
12490 Arena - Fire Event Staffing	\$127,226	\$301,041	\$301,041	\$302,336
<u>Dept. Total - Fire Department</u>	<u>\$132,268</u>	<u>\$301,041</u>	<u>\$301,041</u>	<u>\$302,336</u>

PARKS, REC & LIBRARY GROUP

Right-of-Way

16740 Arena - ROW Maintenance	\$25,312	\$49,966	\$49,966	\$49,966

POLICE SERVICES GROUP

Police Department

12190 Arena-PD Event Staffing	\$365,167	\$838,135	\$838,135	\$839,752



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Transportation</u>				
16830 Arena - Transportation Ops.	\$15,000	\$15,000	\$15,000	\$15,000
<u>Fund Total - ARENA EVENT OPERATIONS:</u>	<u>\$25,537,747</u>	<u>\$21,204,142</u>	<u>\$26,204,142</u>	<u>\$18,207,054</u>
1283 - CAMELBACKRANCH EVENT OPERATIONS				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12485 CBRanch - Fire Event Staffing	\$44,892	\$28,852	\$28,852	\$28,852
<u>Fund Total - CAMELBACKRANCH EVENT OPERATIONS</u>	<u>\$44,892</u>	<u>\$28,852</u>	<u>\$28,852</u>	<u>\$28,852</u>
1740 - CIVIC CENTER				
<u>COMMUNICATIONS GROUP</u>				
<u>Civic Center</u>				
11710 Civic Center	\$751,586	\$766,817	\$766,817	\$687,728
<u>Fund Total - CIVIC CENTER:</u>	<u>\$751,586</u>	<u>\$766,817</u>	<u>\$766,817</u>	<u>\$687,728</u>
1780 - ARENA SPECIAL REVENUE				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Finance</u>				
11420 Arena Renewal and Replacement		\$550,000		\$1,117,000
<u>Fund Total - ARENA SPECIAL REVENUE:</u>		<u>\$550,000</u>		<u>\$1,117,000</u>
1790 - STADIUM CITY SALES TAX - AZSTA				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Finance</u>				
11400 AZSTA - Stadium Tax Refund	\$1,043,117	\$1,745,900	\$1,745,900	\$2,399,570
<u>Fund Total - STADIUM CITY SALES TAX - AZSTA:</u>	<u>\$1,043,117</u>	<u>\$1,745,900</u>	<u>\$1,745,900</u>	<u>\$2,399,570</u>
1870 - MARKETING SELF SUST				
<u>COMMUNICATIONS GROUP</u>				
<u>Marketing and Comm.</u>				
14301 Audio/Visual - Self Sust.	\$13,046			
14310 Tourism - Souvenir Program	\$1,217	\$5,000	\$5,000	\$5,000
14311 Convention & Visitors Bureau	\$21,951	\$30,000	\$29,500	\$448,130
14321 Glitter Spectacular	\$122,309	\$99,000	\$99,006	\$124,865
14322 Enchanted Evening	\$88,828	\$75,818	\$75,821	\$89,268

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
14323 Glitter and Glow	\$94,310	\$94,000	\$94,005	\$95,751
14324 Chocolate Affaire	\$102,261	\$104,000	\$104,006	\$102,676
14325 Jazz Festival	\$172,404	\$158,000	\$158,008	\$176,408
14326 Glitters Light	\$152,565	\$155,798	\$155,798	\$154,182
14327 Other Special Events	\$103,843	\$30,000	\$30,000	\$103,415
14328 Summer Band	\$3,435	\$1,500	\$1,500	\$3,435
<u>Dept. Total - Marketing and Comm.</u>	<u>\$876,169</u>	<u>\$753,116</u>	<u>\$752,644</u>	<u>\$1,303,130</u>
<u>Fund Total - MARKETING SELF SUST:</u>	<u>\$876,169</u>	<u>\$753,116</u>	<u>\$752,644</u>	<u>\$1,303,130</u>

2530 - TRAINING FACILITY REVENUE FUND

FIRE SERVICES GROUP

Fire Department

12590 PS Training Ops - Fire	\$669,830	\$763,314	\$735,693	\$738,533

POLICE SERVICES GROUP

Police Department

12390 PS Training Ops - Police	\$274,596	\$326,041	\$313,000	\$340,622

PUBLIC WORKS GROUP

Field Operations

13480 PS Training Ops - Fac. Mgmt.	\$434,056	\$455,462	\$455,462	\$417,031

<u>Fund Total - TRAINING FACILITY REVENUE FUND:</u>	<u>\$1,378,482</u>	<u>\$1,544,817</u>	<u>\$1,504,155</u>	<u>\$1,496,186</u>

2538 - GLENDALE HEALTH CENTER

FIRE SERVICES GROUP

Fire Department

12711 Glendale Health Center	\$29,719	\$54,000	\$54,000	\$54,000

<u>Fund Total - GLENDALE HEALTH CENTER:</u>	<u>\$29,719</u>	<u>\$54,000</u>	<u>\$54,000</u>	<u>\$54,000</u>

TOTAL - GENERAL FUND GROUP	\$184,342,291	\$170,959,859	\$178,636,930	\$171,553,045

SPECIAL REVENUE FUND GROUP

1300 - HOME GRANT

N'HOOD & HUMAN SVCS GROUP

Comm. Partnerships

30001 HOME Program	\$717,558	\$1,787,501	\$864,126	\$773,117

<u>Fund Total - HOME GRANT:</u>	<u>\$717,558</u>	<u>\$1,787,501</u>	<u>\$864,126</u>	<u>\$773,117</u>



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
1310 - NEIGHBORHOOD STABILIZATION PGM				
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Comm. Partnerships</u>				
30900 NSP Programs	\$2,522,944	\$2,117,897	\$650,000	\$600,000
<u>Fund Total - NEIGHBORHOOD STABILIZATION PGM:</u>	<u>\$2,522,944</u>	<u>\$2,117,897</u>	<u>\$650,000</u>	<u>\$600,000</u>
1311 - N'HOOD STABILIZATION PGM III				
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Comm. Partnerships</u>				
30910 NSP III		\$3,368,377	\$1,684,188	\$1,684,188
<u>Fund Total - N'HOOD STABILIZATION PGM III:</u>		<u>\$3,368,377</u>	<u>\$1,684,188</u>	<u>\$1,684,188</u>
1320 - C.D.B.G.				
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Comm. Partnerships</u>				
31001 CDBG Programs	\$2,179,261	\$3,718,764	\$1,394,182	\$2,336,844
<u>Fund Total - C.D.B.G.:</u>	<u>\$2,179,261</u>	<u>\$3,718,764</u>	<u>\$1,394,182</u>	<u>\$2,336,844</u>
1340 - HIGHWAY USER GAS TAX				
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Right-of-Way</u>				
16710 Right-of-Way Maintenance	\$2,116,833	\$2,084,123	\$2,021,494	\$2,012,694
<u>PUBLIC WORKS GROUP</u>				
<u>Field Operations</u>				
16720 Street Maintenance	\$2,157,952	\$2,350,017	\$2,320,529	\$1,043,221
16730 Street Cleaning	\$19,658			
<u>Dept. Total - Field Operations</u>	<u>\$2,177,610</u>	<u>\$2,350,017</u>	<u>\$2,320,529</u>	<u>\$1,043,221</u>
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Transportation</u>				
16810 Traffic Signals	\$809,407	\$800,256	\$780,775	\$807,393
16820 Signs & Markings	\$675,864	\$646,465	\$635,324	\$677,854
16910 Transportation Administration	\$332,524	\$296,918	\$296,299	\$228,796
16920 Street Light Management	\$1,595,630	\$1,403,390	\$1,333,435	\$1,408,390
16940 Traffic Studies	\$327,547	\$345,690	\$344,965	\$385,951
16950 Traffic Design and Development	\$296,318	\$290,717	\$290,332	\$178,043
<u>Dept. Total - Transportation</u>	<u>\$4,037,290</u>	<u>\$3,783,436</u>	<u>\$3,681,130</u>	<u>\$3,686,427</u>

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
<u>Fund Total - HIGHWAY USER GAS TAX:</u>	<u>\$8,331,733</u>	<u>\$8,217,576</u>	<u>\$8,023,153</u>	<u>\$6,742,342</u>
1650 - TRANSPORTATION GRANTS				
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Transportation</u>				
37200 Grant Approp - Transportation		\$768,765		
37201 JARC - GUS 1 & 2	\$299,602		\$152,672	\$212,971
37202 New Freedom - GUS 3	\$103,340		\$60,144	\$44,670
37203 New Freedom-Bus Buddies BAG IT	\$54,716		\$26,407	\$45,172
37204 New Freedom-Taxi Subsidy Prog.	\$99,913		\$51,470	
37205 JARC - Route 60			\$260,582	\$118,466
37206 HSIP Ped Countdown Signals			\$19,659	\$35,541
<u>Dept. Total - Transportation</u>	<u>\$557,571</u>	<u>\$768,765</u>	<u>\$570,934</u>	<u>\$456,820</u>
<u>Fund Total - TRANSPORTATION GRANTS:</u>	<u>\$557,571</u>	<u>\$768,765</u>	<u>\$570,934</u>	<u>\$456,820</u>
1660 - TRANSPORTATION SALES TAX				
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Transportation</u>				
16510 Transportation Program Mgmt	\$2,248,365	\$2,313,072	\$2,313,072	\$2,407,844
16520 Transportation Education	\$171,535	\$226,075	\$226,075	\$229,122
16525 Transit Management	\$286,768	\$339,875	\$339,875	\$350,442
16530 Dial-A-Ride	\$2,260,161	\$2,449,479	\$2,551,025	\$2,499,516
16540 Fixed Route	\$3,610,747	\$5,175,488	\$5,073,942	\$5,133,488
16550 Demand Management	\$22,775	\$42,000	\$42,000	\$42,000
16570 Intelligent Transportation Sys	\$467,380	\$600,342	\$600,342	\$613,532
16580 Traffic Mitigation	\$84,005	\$580,336	\$480,336	\$432,681
16590 Transportation CIP O&M	\$136,916	\$113,893	\$113,893	\$113,893
<u>Dept. Total - Transportation</u>	<u>\$9,288,652</u>	<u>\$11,840,560</u>	<u>\$11,740,560</u>	<u>\$11,822,518</u>
<u>Fund Total - TRANSPORTATION SALES TAX:</u>	<u>\$9,288,652</u>	<u>\$11,840,560</u>	<u>\$11,740,560</u>	<u>\$11,822,518</u>
1700 - POLICE SPECIAL REVENUE				
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
12310 Patrol - Special Revenue Fund	\$9,772,978	\$14,173,737	\$11,318,444	\$14,240,490
<u>Fund Total - POLICE SPECIAL REVENUE:</u>	<u>\$9,772,978</u>	<u>\$14,173,737</u>	<u>\$11,318,444</u>	<u>\$14,240,490</u>
1720 - FIRE SPECIAL REVENUE				
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
12610 Fire - Special Revenue Fund	\$6,659,567	\$6,395,637	\$7,171,125	\$6,559,036



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - FIRE SPECIAL REVENUE:	<u>\$6,659,567</u>	<u>\$6,395,637</u>	<u>\$7,171,125</u>	<u>\$6,559,036</u>
1760 - AIRPORT SPECIAL REVENUE				
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Airport</u>				
16410 Airport Operations	\$523,990	\$527,326	\$527,326	\$600,451
Fund Total - AIRPORT SPECIAL REVENUE:	<u>\$523,990</u>	<u>\$527,326</u>	<u>\$527,326</u>	<u>\$600,451</u>
1820 - CAP GRANT				
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Comm. Action Program</u>				
32050 Case Mgmt-LIHEAP Voucher	\$720,721	\$790,705	\$790,705	\$621,847
32051 CM-LIHEAP Voucher Contingency		\$90,718		
32052 Case Mgt-LIHEAP Administration	\$52,372	\$51,568		
32053 Case Mgt-LIHEAP A16 Admin	\$56,367	\$56,647		
32054 CM-LIHEAP Admin Contingency	\$5,972	\$5,341		
32055 Case Mgmt-TANF Voucher	\$44,914	\$45,000		\$45,000
32056 Case Mgmt Admin	\$95,799	\$179,549	\$179,549	\$212,425
32057 Case Mgmt-NHN Voucher		\$3,135		\$1,567
32058 Case Mgmt-Qwest Admin	\$3,849	\$3,919		
32059 Case Mgmt-SSBG Admin.	\$3,711			
32060 Community Svcs Block Grant-Adm	\$234,348	\$265,153	\$265,153	\$289,549
32070 ACAA HEAF Program	\$8,995	\$10,136		\$10,136
32071 ACAA SW Gas Assistance	\$1,287	\$5,000	\$5,000	\$5,000
32072 ACAA URRD Program	\$8,303	\$36,732		\$36,732
32073 ACAA SRP Assistance	\$10,437	\$59,441	\$46,790	\$63,441
32074 ACAA APS Assistance				\$1,500
Dept. Total - Comm. Action Program	<u>\$1,247,075</u>	<u>\$1,603,044</u>	<u>\$1,287,197</u>	<u>\$1,287,197</u>
Fund Total - CAP GRANT:	<u>\$1,247,075</u>	<u>\$1,603,044</u>	<u>\$1,287,197</u>	<u>\$1,287,197</u>
1830 - EMERGENCY SHELTER GRANTS				
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Comm. Partnerships</u>				
31900 ESG General Administration	\$4,737			\$174,160
31902 Central AZ Shelter Svcs-ESG	\$51,732			
31903 Homeward Bound-ESG	\$20,057			
31904 PREHAB Faith House-ESG	\$74,899			
31905 U-Mom		\$98,278	\$98,278	\$0
Dept. Total - Comm. Partnerships	<u>\$151,425</u>	<u>\$98,278</u>	<u>\$98,278</u>	<u>\$174,160</u>
Fund Total - EMERGENCY SHELTER GRANTS:	<u>\$151,425</u>	<u>\$98,278</u>	<u>\$98,278</u>	<u>\$174,160</u>

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
1840 - GRANTS				
<u>CITY COURT GROUP</u>				
<u>Grants</u>				
32136 DV Pilot Project Grant	\$182,281	\$68,219	\$68,219	
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
34001 Grant Approp - Fire Dept	\$956,462	\$4,500,000	\$1,100,000	\$3,500,000
<u>MISCELLANEOUS GRANTS GROUP</u>				
<u>Grants</u>				
32118 Miscellaneous Grants	\$275,453	\$8,626,542	\$650,000	\$4,960,603
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Library & Arts</u>				
36006 Grant Approp - Library	\$91,477	\$550,000	\$60,000	\$275,000
<u>Parks & Recreation</u>				
35004 Grant Approp - Parks & Rec	\$146,005	\$550,000	\$60,000	\$275,000
<u>Group Total - PARKS, REC & LIBRARY:</u>	<u>\$237,482</u>	<u>\$1,100,000</u>	<u>\$120,000</u>	<u>\$550,000</u>
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
33002 Victim Rights - PD	\$75,997	\$104,752	\$104,752	\$93,472
33018 VOCA	\$81,766	\$95,482	\$95,482	\$102,317
33021 Grant Approp - Police Dept	\$1,466,782	\$4,500,000	\$1,750,000	\$3,500,000
<u>Dept. Total - Police Department</u>	<u>\$1,624,545</u>	<u>\$4,700,234</u>	<u>\$1,950,234</u>	<u>\$3,695,789</u>
<u>WATER SERVICES GROUP</u>				
<u>Env. Resources</u>				
36504 Smart Landscapes	\$1,806		\$63,000	
<u>Fund Total - GRANTS:</u>	<u>\$3,278,029</u>	<u>\$18,994,995</u>	<u>\$3,951,453</u>	<u>\$12,706,392</u>
1842 - ARRA STIMULUS GRANTS				
<u>COMMUNITY & ECON DEV GROUP</u>				
<u>Grants</u>				
37065 Build Safe Engy Prog Enhance	\$4,212	\$87,599	\$1,662	\$29,259
<u>FINANCIAL SERVICES GROUP</u>				
<u>Grants</u>				
37068 Program Manager	\$24,223	\$218,026	\$22,697	\$57,225



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
<u>FIRE SERVICES GROUP</u>				
<u>Fire Department</u>				
37110 PSSP Fire OT Grant		\$75,000	\$75,000	
<u>N'HOOD & HUMAN SVCS GROUP</u>				
<u>Comm. Action Program</u>				
37130 ADOH HPRP-Fin Assist	\$40,738		\$200,122	
37131 ADOH HPRP-RR Assist	\$13,401		\$39,417	
37132 ADOH HPRP-Housing Reloc SS	\$624		\$358	
37133 ADOH HPRP-RR HR SS			\$5,634	
37134 ADOH HPRP-Admin	\$2,312		\$12,185	
37135 ADOH HPRP-Data Collection			\$2,816	
<u>Dept. Total - Comm. Action Program</u>	<u>\$57,075</u>		<u>\$260,532</u>	
<u>Comm. Partnerships</u>				
37020 Homeless Prevention HPRP	\$359,178			
37021 CDBG-R	\$1,698	\$60,000	\$44,314	\$60,000
37022 CDBG-R Visual Improv	\$53,207			
37023 CDBG-R Floralcroft Neigh	\$1,119			
37025 CDBG-R Public Hous Lamar H	\$49,532			
<u>Dept. Total - Comm. Partnerships</u>	<u>\$464,734</u>	<u>\$60,000</u>	<u>\$44,314</u>	<u>\$60,000</u>
<u>Group Total - N'HOOD & HUMAN SVCS:</u>	<u>\$521,809</u>		<u>\$304,846</u>	
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Grants</u>				
37063 Sports Courts Lighting Retrofi	\$65,528	\$75,000	\$4,079	\$0
37064 Main Library Lighting	\$287,101	\$136,831	\$64,350	\$0
37070 AzPAC Project AZ ARRA BTOP 1	\$9,966			
37075 Solar Parks Lighting			\$0	\$165,079
<u>Dept. Total - Grants</u>	<u>\$362,595</u>	<u>\$211,831</u>	<u>\$68,429</u>	<u>\$165,079</u>
<u>POLICE SERVICES GROUP</u>				
<u>Grants</u>				
37062 Public Safety/Court Lighting	\$59,540	\$32,000	\$19,409	\$9,051
<u>Police Department</u>				
37000 PSSP Police OT Grant	\$25,977	\$75,000	\$50,103	
37001 Stop Violence - Women	\$67,406	\$84,742	\$17,335	
37002 JAG Recovery Act		\$740,863		\$652,566
<u>Dept. Total - Police Department</u>	<u>\$93,383</u>	<u>\$900,605</u>	<u>\$67,438</u>	<u>\$652,566</u>
<u>Group Total - POLICE SERVICES:</u>	<u>\$152,923</u>	<u>\$932,605</u>	<u>\$86,847</u>	<u>\$661,617</u>
<u>PUBLIC WORKS GROUP</u>				
<u>Grants</u>				
37071 Equip Mgmt Facility Lighting			\$35,352	\$31,296
37072 GMOC Parking Garage Lighting			\$57,571	\$5,308

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
37073 Downtown Parking Garage Light			\$64,000	\$0
37074 MRF Lighting Retrofit			\$10,000	
<u>Dept. Total - Grants</u>			<u>\$166,923</u>	<u>\$36,604</u>
<u>TRANSPORTATION SVCS GROUP</u>				
<u>Grants</u>				
37066 Traffic Signal LED Conversion	\$45,010	\$42,790	\$0	\$0
<u>Transportation</u>				
37090 Old Roma Alley ARRA Grant	\$305,319			
<u>Group Total - TRANSPORTATION SVCS:</u>	<u>\$350,329</u>	<u>\$42,790</u>	<u>\$0</u>	<u>\$0</u>
<u>WATER SERVICES GROUP</u>				
<u>Grants</u>				
37060 ARWRF Facility UV System Imp	\$102,846	\$806,000	\$76,355	\$806,799
37061 Well 43 Variable Drive Retrofi	\$13,645	\$75,000	\$6,885	\$76,970
37067 Energy Matters Public Educat	\$54,223	\$162,906	\$43,794	\$73,771
<u>Dept. Total - Grants</u>	<u>\$170,714</u>	<u>\$1,043,906</u>	<u>\$127,034</u>	<u>\$957,540</u>
<u>Fund Total - ARRA STIMULUS GRANTS:</u>	<u>\$1,586,805</u>	<u>\$2,671,757</u>	<u>\$853,438</u>	<u>\$1,967,324</u>
1860 - RICO FUNDS				
<u>POLICE SERVICES GROUP</u>				
<u>Police Department</u>				
32020 Federal RICO	\$248	\$225,000	\$225,000	\$225,000
32030 State RICO	\$2,306,936	\$3,670,053	\$3,670,053	\$3,670,270
<u>Dept. Total - Police Department</u>	<u>\$2,307,184</u>	<u>\$3,895,053</u>	<u>\$3,895,053</u>	<u>\$3,895,270</u>
<u>Fund Total - RICO FUNDS:</u>	<u>\$2,307,184</u>	<u>\$3,895,053</u>	<u>\$3,895,053</u>	<u>\$3,895,270</u>
1880 - PARKS & RECREATION SELF SUST				
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Parks & Recreation</u>				
14810 Recreation Self-Sustaining		\$15,000	\$15,000	
14820 Rec Self Sust-Administration	\$17,964	\$15,360	\$15,360	\$20,360
14825 Adult Center Self Sustaining	\$157,953	\$117,000	\$117,000	\$117,000
14830 Rec Self Sust-Foothills Rec	\$308,481	\$254,893	\$254,893	\$322,199
14840 Sports Self Sustaining	\$218,350	\$228,364	\$228,364	\$300,149
14850 Youth and Teen Self Sustaining	\$239,257	\$312,584	\$312,584	\$321,375
14860 SRPHA Sahuaro Ranch Hist	\$55,383	\$34,999	\$34,999	\$54,999
14870 Rec Self Sust-Audio/Visual	\$754			
14890 Aquatic Self Sustaining	\$135,508	\$90,001	\$90,001	\$90,001
14891 GESD-Reimb Division	\$13,328	\$0	\$0	
14892 Glendale Community Center	\$955	\$5,000	\$5,000	\$5,000
<u>Dept. Total - Parks & Recreation</u>	<u>\$1,147,933</u>	<u>\$1,073,201</u>	<u>\$1,073,201</u>	<u>\$1,231,083</u>



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - PARKS & RECREATION SELF SUST:	<u>\$1,147,933</u>	<u>\$1,073,201</u>	<u>\$1,073,201</u>	<u>\$1,231,083</u>
1885 - PARKS & RECREATION DESIGNATED				
<u>PARKS, REC & LIBRARY GROUP</u>				
<u>Parks & Recreation</u>				
13110 O'Neil Park Maintenance	\$5,500	\$4,800		\$4,800
13120 Apollo Pool Repair	\$6,669	\$19,000		
13130 Cardinal Pool Repair	\$26,289	\$19,000		
13135 City-Wide Aquatics				\$32,000
13140 Cactus Pool Repair	\$30,142	\$20,000	\$18,883	\$20,000
13160 Ironwood Pool Repair	\$108,292	\$30,200	\$27,734	\$30,200
13170 Dedicate A Tree	\$664	\$5,000	\$0	\$5,000
13180 Desert Valley Park		\$2,000	\$0	\$8,000
13190 GESD ES Ballfields		\$7,000	\$0	\$7,000
13210 Desert Mirage Park		\$7,000	\$0	\$7,000
13220 Desert Gardens Park	\$2,489	\$7,000	\$0	\$7,000
13230 Discovery Park	\$11,084	\$7,000	\$0	\$7,000
13234 Ironwood HS Light		\$5,000	\$5,000	\$5,000
13235 Elsie McCarthy Pk. Maint	\$13,266	\$44,038	\$8,383	\$44,038
<u>Dept. Total - Parks & Recreation</u>	<u>\$204,395</u>	<u>\$177,038</u>	<u>\$60,000</u>	<u>\$177,038</u>
<u>Fund Total - PARKS & RECREATION DESIGNATED:</u>	<u>\$204,395</u>	<u>\$177,038</u>	<u>\$60,000</u>	<u>\$177,038</u>
TOTAL - SPECIAL REVENUE FUND GROUP	\$50,477,100	\$81,429,506	\$55,162,658	\$67,254,270

CAPITAL FUND GROUP

1980 - STREETS CONSTR. - 1999 AUTH

FINANCIAL SERVICES GROUP

Lease Pmts/OtherFees

89802 1980 Advisor Fees	\$152	\$6,066		\$6,066

<u>Fund Total - STREETS CONSTR. - 1999 AUTH:</u>	<u>\$152</u>	<u>\$6,066</u>		<u>\$6,066</u>

2000 - HURF STREET BONDS

FINANCIAL SERVICES GROUP

Lease Pmts/OtherFees

89807 2000 Advisor Fees		\$1,030		\$1,030

<u>Fund Total - HURF STREET BONDS:</u>		<u>\$1,030</u>		<u>\$1,030</u>

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
2040 - PUBLIC SAFETY CONSTRUCTION				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89806 2040 Advisor Fees	\$1,824	\$2,000	\$1,701	\$2,000
Fund Total - PUBLIC SAFETY CONSTRUCTION:	<u>\$1,824</u>	<u>\$2,000</u>	<u>\$1,701</u>	<u>\$2,000</u>
2060 - PARKS CONSTRUCTION				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89804 2060 Advisor Fees	\$459	\$6,857	\$107	\$6,857
Fund Total - PARKS CONSTRUCTION:	<u>\$459</u>	<u>\$6,857</u>	<u>\$107</u>	<u>\$6,857</u>
2080 - GOV'T FACILITIES - 1999 AUTH				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89814 2080 Advisor Fees	\$59	\$2,000		\$3,734
Fund Total - GOV'T FACILITIES - 1999 AUTH:	<u>\$59</u>	<u>\$2,000</u>		<u>\$3,734</u>
2100 - ECONOMIC DEV. CONSTR-1999 AUTH				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89815 2100 Advisor Fees	\$586	\$2,000	\$725	\$2,000
Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:	<u>\$586</u>	<u>\$2,000</u>	<u>\$725</u>	<u>\$2,000</u>
2180 - FLOOD CONTROL CONSTRUCTION				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89808 2180 Advisor Fees	\$4,285	\$5,213	\$4,640	\$5,213
Fund Total - FLOOD CONTROL CONSTRUCTION:	<u>\$4,285</u>	<u>\$5,213</u>	<u>\$4,640</u>	<u>\$5,213</u>
2210 - TRANSPORTATION CAPITAL PROJECT				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89813 2210 Advisor Fees	\$4,226	\$13,568	\$13,568	\$13,568



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - TRANSPORTATION CAPITAL PROJECT:	\$4,226	\$13,568	\$13,568	\$13,568
TOTAL - CAPITAL FUND GROUP	\$11,591	\$38,734	\$20,741	\$40,468

ENTERPRISE FUND GROUP

2360 - WATER

COMMUNITY & ECON DEV GROUP

Building Safety

17510 Cross Connection Control	\$248,236	\$225,125	\$225,125	\$232,134

FINANCIAL SERVICES GROUP

Finance

17020 Customer Service Office	\$2,382,145	\$2,963,088	\$2,953,965	\$2,957,838

Lease Pmts/OtherFees

89805 2360 Advisor Fees		\$3,289	\$3,289	\$3,289
89809 2400 Advisor Fees		\$17,222	\$17,222	\$17,222
89810 2420 Advisor Fees		\$17,514	\$17,514	\$17,514

Dept. Total - Lease Pmts/OtherFees

\$38,025 \$38,025 \$38,025

Group Total - FINANCIAL SERVICES:	\$2,382,145	\$3,001,113	\$2,991,990	\$2,995,863

WATER SERVICES GROUP

Env. Resources

17010 Environmental Resources	\$427,841	\$537,929	\$533,108	\$555,056
17410 Water Conservation	\$261,132	\$315,811	\$315,811	\$320,366
17420 Water Quality	\$1,047,122	\$1,155,382	\$1,155,382	\$1,172,199

Dept. Total - Env. Resources	\$1,736,095	\$2,009,122	\$2,004,301	\$2,047,621

Utilities

17110 Utilities Administration	\$6,231,267	\$6,433,504	\$6,433,504	\$6,605,952
17115 Safety Administration	\$110,529			
17120 Information Management	\$936,204	\$1,071,445	\$1,071,445	\$1,086,755
17130 Public Service Representatives	\$144,416	\$221,824	\$221,824	\$284,838
17140 System Security	\$489,114	\$771,316	\$771,316	\$783,306
17150 Property Management	\$99,066	\$87,000	\$87,000	\$87,000
17160 Arrowhead Reclamation Plant	\$2,202,163	\$2,106,685	\$2,106,685	\$2,107,164
17170 West Area Plant	\$3,104,923	\$3,560,668	\$3,560,668	\$3,681,280
17210 Customer Service - Field	\$982,650	\$1,186,886	\$1,186,886	\$1,203,551
17220 Irrigation	\$193,119	\$195,269	\$195,269	\$189,209
17230 Raw Water Usage	\$2,924,438	\$3,382,182	\$3,382,182	\$3,382,182
17240 Central System Control	\$1,068,103	\$1,312,765	\$1,312,765	\$1,328,441
17250 Pyramid Peak Plant	\$1,558,089	\$1,712,457	\$1,712,457	\$1,785,133
17260 Cholla Treatment Plant	\$2,547,719	\$3,459,182	\$3,459,182	\$3,529,249
17280 Central System Maintenance	\$414,709	\$706,057	\$706,057	\$641,250
17290 Water Distribution	\$3,127,553	\$3,424,134	\$3,379,303	\$3,234,945
17300 Meter Maintenance	\$967,558	\$1,208,990	\$1,208,990	\$1,218,679

SCHEDULES
Schedule Three



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
17310 Oasis Surface WTP	\$3,013,452	\$4,104,326	\$4,104,326	\$3,392,105
17320 Oasis Groundwater WTP				\$615,000
17610 Pretreatment Program	\$386,938	\$526,731	\$526,731	\$502,157
17620 SROG (91st Ave) Plant	\$3,059,821	\$3,700,000	\$3,700,000	\$3,700,000
17625 99th Avenue Interceptor	\$125,091	\$200,000	\$200,000	\$200,000
17630 Wastewater Collection	\$2,417,132	\$3,182,901	\$3,062,989	\$3,046,172
17699 Storm Water	\$10,219			\$214,788
<u>Dept. Total - Utilities</u>	<u>\$36,114,273</u>	<u>\$42,554,322</u>	<u>\$42,389,579</u>	<u>\$42,819,156</u>
<u>Group Total - WATER SERVICES:</u>	<u>\$37,850,368</u>	<u>\$44,563,444</u>	<u>\$44,393,880</u>	<u>\$44,866,777</u>
<u>Fund Total - WATER:</u>	<u>\$40,480,749</u>	<u>\$47,789,682</u>	<u>\$47,610,995</u>	<u>\$48,094,774</u>

2440 - LANDFILL

PUBLIC WORKS GROUP

Field Operations

17710 Landfill	\$3,083,833	\$3,162,699	\$3,162,699	\$3,141,897
17720 Gas Management System	\$167,069	\$169,400	\$214,400	\$169,400
17730 Solid Waste Admin	\$786,109	\$808,184	\$808,184	\$939,366
17740 Recycling	\$799,421	\$937,523	\$869,055	\$886,721
17750 MRF Operations	\$1,581,374	\$2,021,336	\$1,865,984	\$1,840,955
<u>Dept. Total - Field Operations</u>	<u>\$6,417,806</u>	<u>\$7,099,142</u>	<u>\$6,920,322</u>	<u>\$6,978,339</u>

<u>Fund Total - LANDFILL:</u>	<u>\$6,417,806</u>	<u>\$7,099,142</u>	<u>\$6,920,322</u>	<u>\$6,978,339</u>

2480 - SANITATION

PUBLIC WORKS GROUP

Field Operations

17810 Sanitation Roll-off	\$701,899	\$795,098	\$763,486	\$753,209
17820 Sanitation Frontload	\$3,179,287	\$3,435,176	\$3,370,982	\$3,331,312
17830 Curb Service	\$6,633,953	\$7,548,223	\$7,548,223	\$7,410,232
17840 Residential-Loose Trash Collec	\$2,629,358	\$2,802,234	\$2,795,495	\$2,828,556
<u>Dept. Total - Field Operations</u>	<u>\$13,144,497</u>	<u>\$14,580,731</u>	<u>\$14,478,186</u>	<u>\$14,323,309</u>

<u>Fund Total - SANITATION:</u>	<u>\$13,144,497</u>	<u>\$14,580,731</u>	<u>\$14,478,186</u>	<u>\$14,323,309</u>

2500 - PUB HOUSING BUDGET ACTIVITIES

N'HOOD & HUMAN SVCS GROUP

Comm. Partnerships

17910 Community Housing	\$1,584,974	\$12,609,126	\$12,609,126	\$12,700,110

<u>Fund Total - PUB HOUSING BUDGET ACTIVITIES:</u>	<u>\$1,584,974</u>	<u>\$12,609,126</u>	<u>\$12,609,126</u>	<u>\$12,700,110</u>

TOTAL - ENTERPRISE FUND GROUP	\$61,628,026	\$82,078,681	\$81,618,629	\$82,096,532



Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
INTERNAL SERVICE FUND GROUP				
2540 - RISK MANAGEMENT SELF INSURANCE				
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18010 Risk Mgmt Trust Fund	\$2,482,031	\$3,068,438	\$2,332,447	\$3,024,506
Fund Total - RISK MANAGEMENT SELF INSURANCE:	<u>\$2,482,031</u>	<u>\$3,068,438</u>	<u>\$2,332,447</u>	<u>\$3,024,506</u>
2560 - WORKERS COMP. SELF INSURANCE				
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18110 Worker's Compensation	\$1,029,553	\$1,407,000	\$1,907,000	\$1,407,000
Fund Total - WORKERS COMP. SELF INSURANCE:	<u>\$1,029,553</u>	<u>\$1,407,000</u>	<u>\$1,907,000</u>	<u>\$1,407,000</u>
2580 - BENEFITS TRUST FUND				
<u>HR & RISK MGT GROUP</u>				
<u>Human Resources</u>				
18210 Benefit Programs	\$22,545,070	\$23,117,869	\$23,117,869	\$22,348,826
Fund Total - BENEFITS TRUST FUND:	<u>\$22,545,070</u>	<u>\$23,117,869</u>	<u>\$23,117,869</u>	<u>\$22,348,826</u>
TOTAL - INTERNAL SERVICE FUND GROUP	\$26,056,654	\$27,593,307	\$27,357,316	\$26,780,332
TOTAL - OPERATING BUDGET	\$322,515,662	\$362,100,087	\$342,796,274	\$347,724,647

SCHEDULES

Schedule Four



FY 2013 Transfers Between Funds

(All Dollars in Thousands)

T R A N S F E R F R O M												
	1000 - General Fund	1190 - Employee Groups	1340 - Highway Use Rev Fund	1480 - DIF Citywide Rec Facility	1600 - DIF Roadway Imp's	** 1640 - LTAF	1660 - Transport.	* 1770 - Zanjero Spec Rev	* 1780 - Arena Spec Rev	* 1782 - PFC Spec Rev	1900 - G.O. Bond Debt	Total In:
1000 - General Fund		\$84									\$229	\$313
* 1280 - Youth Sports Complex	\$292											\$292
* 1281 - Stadium Event Ops.	\$2,022											\$2,022
* 1282 - Arena Event Ops.	\$17,576											\$17,576
* 1283 - Camelback Ranch Ops.	\$193											\$193
1660 - Transportation	\$900					\$665						\$1,565
* 1740 - Civic Center	\$297											\$297
* 1760 - Airport Oper.	\$144											\$144
* 1820 - CAP Grants	\$58											\$58
1870 - Mkt'g Self-Sust.	\$320											\$320
1900 - G.O. Bond Det				\$209								\$209
1920 - HURF Bond Debt			\$1,354		\$1,000		\$1,000				\$1,354	\$4,709
* 1930 - PFC Debt	\$0									\$9,010		\$9,010
* 1940 - MPC Debt	\$6,867							\$1,735	\$7,887			\$16,489
1970 - Transp. Debt							\$7,331					\$7,331
* 2210 - Transp. Constr.							\$27,863					\$27,863
2440 - Landfill	\$920											\$920
2480 - Sanitation	\$175											\$175
2500 - Comm. Housing	\$307											\$307
Total Out:	\$30,072	\$84	\$1,354	\$209	\$1,000	\$665	\$36,194	\$1,735	\$7,887	\$9,010	\$1,583	\$89,793
T R A N S F E R F R O M												

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

** LTAF distributions were originally suspended by the Arizona State Legislature in FY 2011 and FY 2012, but LTAF II distributions to cities/towns were retored in June 2012.



Expenditure Limitation and Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	FY 2011-12	Estimated FY 2012-13
Voter Approved Expenditure Limitation	\$503,458,845	\$ 516,173,179
Estimated Expenditures	\$638,000,000	\$ 579,000,000
Estimated Amount of Exclusions	(\$218,302,009)	(196,076,577)
Total Estimated Expenditures Subject to Limitation	\$419,697,991	\$382,923,423

1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051.A)	\$4,896,349	\$5,043,101

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	\$2,943,561	\$2,582,325
B. Secondary Property Taxes	\$17,994,426	\$19,253,633
C. Total Property Tax Levy Amounts	\$20,937,987	\$21,835,958

4. Property Taxes Collected*		
A. Primary Property Taxes		
1. 2010-11 Levy	\$2,884,690	
2. Prior Years' Levies	\$58,871	
3. Total Primary Property Taxes	\$2,943,561	
B. Secondary Property Taxes		
1. 2010-11 Levy	\$17,634,537	
2. Prior Years' Levies	\$359,889	
3. Total Secondary Property Taxes	\$17,994,426	

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	\$1.6753/\$100
Total Glendale Tax Rate	\$1.5951/\$100	\$1.9005/\$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		\$1,135,459,413
B. Current Primary Net Assessed Valuation		\$1,146,680,633
C. New Property Subject to Taxation		\$11,221,220
D. Change in Primary Net Assessed Valuation Due to New Property		1.0%
E. Maximum Truth in Taxation Tax Levy		\$2,972,651
F. Amount Over/(Under) Truth in Taxation Tax Levy		(\$390,326)

* 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.

SCHEDULES
Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
CITY ATTORNEY DEPARTMENT						
<u>City Attorney - 151</u>						
10610 City Attorney						
Asst City Attorney	1000	3	3	3	2	2
Asst City Prosecutor	1000	8	9	7	7	6
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	2	1	1	1	1
Dep City Attorney	1000	2	2	2	3	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	1
Secretary	1000	2	2	2	2	1
Sr Secretary	1000	5	5	5	5	5
Victim Assistance Caseworker	1000	1	1	1	1	1
CITY ATTORNEY DEPARTMENT TOTAL:		28	28	26	27	25
CITY CLERK DEPARTMENT						
<u>City Clerk - 121</u>						
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	-	-	-
Sr Secretary	1000	-	-	1	1	1
City Clerk Division Total:		4	4	4	4	4
10220 Records Management						
Records Mgmt Asst	1000	1	1	1	1	1
Records Supv	1000	1	1	1	1	1
Records Management Division Total:		2	2	2	2	2
CITY CLERK DEPARTMENT TOTAL:		6	6	6	6	6
CITY COURT DEPARTMENT						

*The FTE counts for some of the individual position classifications were updated from the version in the original printed budget books. However, all the divisional and departmental sub totals and the grand total remain unchanged.



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
CITY COURT DEPARTMENT						
<u>City Court - 141</u>						
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	-
Court Accounting Supv	1000	1	1	1	1	1
Court Admin	1000	1	1	1	1	1
Court Clerk I	1000	3	3	3	3	1
Court Clerk II	1000	27	25	23.2	23.2	20.2
Court Clerk III	1000	3	3	2	2	2
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	2	2	1.75	1.75	1.75
Court Supv	1000	1	1	-	-	3
Dep Court Admin	1000	2	2	1	1	1
Judicial Asst	1000	1	1	1	1	1
Police Officer	1000	2	2	2	-	-
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	1	1	0.8	0.8	0.8
City Court Division Total:		50	48	42.75	40.75	37.75
10510 Court Security						
Mgmt Asst	1240	-	-	-	-	1
Police Officer	1240	1	1	1	1	1
Court Security Division Total:		1	1	1	1	2
10520 Court Time Payments						
Court Clerk II	1240	-	-	1	1	1
City Court - 141 Rollup Total:		51	49	44.75	42.75	40.75
<u>Grants - 470</u>						
32136 DV Pilot Project Grant						
Mgmt Asst	1840	1	1	1	1	-
CITY COURT DEPARTMENT TOTAL:		52	50	45.75	43.75	40.75
CITY MANAGER DEPARTMENT						
<u>City Manager - 131</u>						
10310 City Manager						
Asst City Mgr	1000	1	1	1	1	1
City Mgr	1000	1	1	1	1	1
City Mgr Relations Dir	1000	1	1	-	-	-
Exec Administrative Asst	1000	3	3	2	2	-
Mgmt Asst	1000	-	-	1	1	1
Mgmt Asst II	1000	1	1	-	-	-
Mgmt Asst to the City Mgr	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
City Manager Division Total:		9	9	7	7	5

*The FTE counts for some of the individual position classifications were updated from the version in the original printed budget books. However, all the divisional and departmental sub totals and the grand total remain unchanged.

SCHEDULES

Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
CITY MANAGER DEPARTMENT						
<u>Fac & Fin Mgmt - 210</u>						
11220 Facilities & Financial Mgmt						
Dep City Mgr	1000	1	1	-	-	-
Sr Mgmt Asst	1000	1	1	-	-	-
Facilities & Financial Mgmt Division Total:		2	2	-	-	-
<u>Admin Svcs Admin. - 220</u>						
11210 Administration Services Admin.						
Dep City Mgr	1000	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	-	-
Administration Services Admin. Division		4	4	4	2	-
CITY MANAGER DEPARTMENT TOTAL:		15	15	11	9	5
COMMUNICATIONS DEPARTMENT						
<u>Marketing and Comm. - 154</u>						
10810 Marketing						
Asst Dep City Mgr	1000	1	1	-	-	-
Comm Dir	1000	-	-	1	-	-
Comm Exec Dir	1000	-	-	-	-	1
Creative Designer	1000	2	2	2	1	1
Creative Services Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	-	-	-	1	1
Dep Comm Dir	1000	1	1	1	1	2
Economic Development Admin	1000	1	1	-	-	-
Exec Comm Dir	1000	-	-	-	1	-
Marketing & Comm Coord	1000	1	1	1	1	-
Marketing & Comm Mgr	1000	1	1	1	1	-
Marketing & Comm Prog Mgr	1000	-	-	-	-	2
Mgmt Asst	1000	1	1	-	1	1
Sr Marketing & Comm Mgr	1000	1	2	-	-	1
Sr Secretary	1000	1	1	1	-	-
Web Content Program Mgr	1000	2	2	2	2	1
Marketing Division Total:		13	14	10	10	11
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	0.5	0.5	0.5
CVB Mgr	1000	-	-	-	1	1
Dep Comm Dir	1000	1	1	1	-	-
Tourism Coordinator	1000	1	1	1	1	1
Tourism Manager	1000	1	1	1	-	-
Tourism Division Total:		3.5	3.5	3.5	2.5	2.5

*The FTE counts for some of the individual position classifications were updated from the version in the original printed budget books. However, all the divisional and departmental sub totals and the grand total remain unchanged.



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
COMMUNICATIONS DEPARTMENT						
<u>Marketing and Comm. - 154</u>						
14110 City-Wide Special Events						
Special Events Coord	1000	1	1	1	0.75	1
Special Events Division Mgr	1000	1	1	1	1	1
Special Events Program Manager	1000	2	2	2	2	2
City-Wide Special Events Division Total:		4	4	4	3.75	4
14115 Audio/Visual						
Audio/Visual Coordinator	1000	-	-	1	1	-
Audio/Visual Network Spec	1000	-	-	1	1	-
Media Production Spec	1000	-	-	-	-	1
Audio/Visual Division Total:		-	-	2	2	1
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	1	1
Media Production Spec	1000	-	4	4	4	4
Television Exec Prod/Anchor	1000	1	1	1	1	-
Television Producer/Host	1000	1	1	1	1	1
Video Production Coord	1000	4	-	-	-	-
Cable Communications Division Total:		7	7	7	7	6
Marketing and Comm. - 154 Rollup Total:		27.5	28.5	26.5	25.25	24.5
<u>Conv./Media/Parking - 155</u>						
10891 Media Center Operations						
Chief Broadcast Engineer	1000	1	1	1	1	1
<u>Civic Center - 431</u>						
11710 Civic Center						
Civic Center Event Coord	1740	3	3	3	3	2
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	-	-
Srv Worker III (Bldg Maint)	1740	1	1	1	1	1
Civic Center Division Total:		7	7	6	6	5
COMMUNICATIONS DEPARTMENT TOTAL:		35.5	36.5	33.5	32.25	30.5

COMMUNITY & ECON DEV DEPARTMENT

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SCHEDULES

Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
COMMUNITY & ECON DEV DEPARTMENT						
<u>Building Safety - 521</u>						
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	3	3
Bldg Insp Spec	1000	7	7	4	4	4
Bldg Safety Dir	1000	1	1	-	-	1
Plans Examiner	1000	3	3	2	2	2
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	5	5	4	5	4
Sr Mgmt Asst	1000	1	1	1	1	-
Sr Plans Examiner	1000	1	1	1	1	-
Sr Secretary	1000	1	1	1	1	1
Structural Plans Examiner	1000	1	1	1	1	1
Building Safety Division Total:		26	26	21	21	18
15620 Development Services Center						
Bldg Safety Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	2	2	-	-	-
Development Plans Tech	1000	2	2	2	2	2
Development Svcs Rep	1000	2	2	1	2	1
Development Svcs Supv	1000	1	1	-	-	-
Sr Development Svcs Rep	1000	2	2	2	1	1
Development Services Center Division		10	10	6	6	5
15630 Westgate-Bldg Safety Rvw/Insp.						
Bldg Insp Spec	1000	9	-	-	-	-
Development Plans Tech	1000	1	-	-	-	-
Plans Examiner	1000	1	-	-	-	-
Sr Bldg Insp	1000	1	-	-	-	-
Westgate-Bldg Safety Rvw/Insp. Division		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
Cross Connection Control Division Total:		2.75	2.75	2.75	2.75	2.75
Building Safety - 521 Rollup Total:		50.75	38.75	29.75	29.75	25.75
<u>Planning - 531</u>						
13770 Mapping and Records						
Engineering Tech II	1000	1	1	-	-	-
Sr Engineering Tech	1000	1	1	1	1	1
Mapping and Records Division Total:		2	2	1	1	1

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
COMMUNITY & ECON DEV DEPARTMENT						
<u>Planning - 531</u>						
15910 Planning Administration						
Planning Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	-	-	-
Sr Secretary	1000	3	3	2	2	2
Planning Administration Division Total:		5	5	3	3	3
15930 Current Planning						
Assoc Planner	1000	1	1	-	-	-
Asst Planning Dir	1000	-	-	-	-	1
Dep Planning Dir	1000	1	1	-	-	-
Planner	1000	2	2	2	1	1
Principal Planner	1000	2	2	2	1	-
Sr Planner	1000	4	4	2	2	1
Current Planning Division Total:		10	10	6	4	3
15940 Long-Range Planning & Research						
Dep Planning Dir	1000	1	1	-	-	-
Planner	1000	1	1	-	-	-
Planning Tech	1000	1	1	1	1	1
Sr Planner	1000	1	1	1	1	1
Long-Range Planning & Research Division		4	4	2	2	2
Planning - 531 Rollup Total:		21	21	12	10	9
<u>Economic Development - 540</u>						
16010 Economic Development						
Asst Economic Development Dir	1000	-	-	-	-	1
Econ Development Admin Asst	1000	-	-	-	-	1
Economic Development Admin	1000	4	4	3	3	1
Economic Development Dir	1000	1	1	1	1	1
Economic Development Spec	1000	-	-	-	-	1
Mgmt Asst	1000	1	1	-	-	-
Mgmt Asst II	1000	-	-	-	-	1
Sr Marketing & Comm Mgr	1000	1	-	-	-	-
Sr Mgmt Asst	1000	-	-	1	1	-
Economic Development Division Total:		7	6	5	5	6
COMMUNITY & ECON DEV DEPARTMENT TOTAL:		78.75	65.75	46.75	44.75	40.75

FINANCIAL SERVICES DEPARTMENT

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SCHEDULES
Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
FINANCIAL SERVICES DEPARTMENT						
<u>Finance - 221</u>						
11310 Finance Administration						
Account Spec	1000	1	-	-	-	-
Chief Financial Officer	1000	-	-	-	-	1
Dep Finance Dir	1000	2	2	1	-	-
Finance Dir	1000	-	-	-	1	-
Finance Dir/CFO	1000	1	1	-	-	-
Financial Administrative Coord	1000	1	-	-	-	-
Mgmt Asst	1000	1	1	1	1	1
Office Support Supv	1000	-	1	1	1	1
Revenue Admin	1000	-	-	-	1	1
Secretary	1000	2	2	-	2	-
Sr Secretary	1000	1	1	1	-	-
Finance Administration Division Total:		9	8	4	6	4
11320 Accounting Services						
Account Spec	1000	3	4	3	2	2
Account Spec II	1000	-	2	2	2	2
Accountant I	1000	5	5	4	4	3
Accountant II	1000	5	5	4	4	3
Accounting Mgr	1000	2	2	2	2	2
Office Support Supv	1000	1	-	-	-	-
Payroll & Accts Payable Supv	1000	1	1	1	1	1
Payroll Spec	1000	2	-	-	-	-
Accounting Services Division Total:		19	19	16	15	13
11340 License/Collection						
Coll Rep	1000	1	1	1	1	1
Reg Licensing & Compl Analyst	1000	2	3	2	2	1
Sr Applications Analyst	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	2	2	0.5	-	-
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	3	3	3	2	3
License/Collection Division Total:		10	11	8.5	7	7

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
FINANCIAL SERVICES DEPARTMENT						
<u>Finance - 221</u>						
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	9	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	2	2
Customer Relations Supv	2360	1	1	1	-	-
Duplicating Coord	2360	1	1	1	-	-
Office Asst	2360	1	-	-	-	-
Reg Licensing & Compl Analyst	2360	-	-	-	1	1
Revenue Recovery Supv	2360	1	1	1	1	1
Secretary	2360	-	1	1	-	-
Sr Account Spec	2360	5	5	5	4	4
Sr Billing & Compliance Spec	2360	-	-	-	2	2
Sr Customer Assistance Rep	2360	2.5	2.5	2.5	2.5	2.5
Customer Service Office Division Total:		35.5	35.5	35.5	35.5	35.5
Finance - 221 Rollup Total:		73.5	73.5	64	63.5	59.5
<u>Management & Budget - 241</u>						
11360 Materials Management						
Contract Analyst	1000	3	3	3	2	2
Contract Spec	1000	1	1	-	-	-
Materials Mgr	1000	1	1	1	-	-
Purch & Materials Control Mgr	1000	-	-	-	-	1
Materials Management Division Total:		5	5	4	2	3
11610 Budget & Research						
Asst Budget Dir	1000	1	1	1	1	-
Budget Analyst	1000	2	2	1	1	-
Budget Coord	1000	-	-	1	1	-
Budget Dir	1000	1	1	1	1	-
Chief Budget Officer	1000	-	-	-	-	1
Financial Svcs Exec Dir	1000	-	-	-	-	1
Sr Budget Analyst	1000	2	2	2	2	2
Budget & Research Division Total:		6	6	6	6	4
11620 Grants Administration						
Grants Admin	1000	1	1	-	-	-
Secretary	1000	0.5	0.5	-	-	-
Sr Mgmt Asst	1000	-	-	1	1	1
Grants Administration Division Total:		1.5	1.5	1	1	1
Management & Budget - 241 Rollup Total:		12.5	12.5	11	9	8
FINANCIAL SERVICES DEPARTMENT TOTAL:		86	86	75	72.5	67.5

FIRE SERVICES DEPARTMENT

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
FIRE SERVICES DEPARTMENT						
<u>Fire Department - 331</u>						
12410 Fire Administration						
Asst Fire Chief	1000	2	3	2	2	2
Dep Fire Chief (40 hrs)	1000	-	3	2	2	1
Dept Accting & Budget Mgr	1000	-	1	-	-	-
Fire Battalion Chief (40 Hrs)	1000	2	-	-	-	1
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	2
Fire Fighter (52 Hrs)	1000	-	-	-	-	1
Fire Finance/Budget Coord	1000	2	1	1	1	1
Fire Mgmt Analyst	1000	-	-	1	1	1
Mgmt Aide	1000	2	1	1	1	1
Mgmt Asst	1000	1	2	2	2	1
Programs Admin	1000	-	-	1	1	1
Secretary	1000	0.5	-	-	-	-
Sr HR Analyst	1000	1	1	-	-	-
Sr Secretary	1000	-	0.5	-	-	-
Fire Administration Division Total:		13.5	17.5	13	14	13
12420 Fire Life Safety Services Adm.						
Fire Battalion Chief (40 Hrs)	1000	1	-	-	-	-
12422 Fire Operations						
Dep Fire Chief (40 hrs)	1000	-	-	-	-	2
Dep Fire Chief (52 hrs)	1000	-	3	3	3	1
Fire Battalion Chief (40 Hrs)	1000	3	4	-	1	3
Fire Battalion Chief (52 Hrs)	1000	5	5	5	4	3
Fire Captain (40 Hrs)	1000	-	2	8	1	5
Fire Captain (52 Hrs)	1000	49	49	44	51	45
Fire Comm Outreach Coord	1000	1	1	1	1	1
Fire Crisis Response Vol Coord	1000	1	1	1	1	1
Fire Engineer (40 Hrs)	1000	-	-	3	1	1
Fire Engineer (52 Hrs)	1000	44	46	43	46	45
Fire Fighter (40 Hrs)	1000	-	-	4	4	5
Fire Fighter (52 Hrs)	1000	83	84	75	74	76
Programs Admin	1000	-	-	1	1	-
Fire Operations Division Total:		186	195	188	188	188

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
FIRE SERVICES DEPARTMENT						
<u>Fire Department - 331</u>						
12433 Fire Resource Management						
Dep Fire Chief (40 hrs)	1000	-	1	-	-	-
Fire Battalion Chief (40 Hrs)	1000	2	1	-	-	-
Fire Captain (40 Hrs)	1000	1	1	-	-	-
Fire Engineer (52 Hrs)	1000	1	-	-	-	-
Programs Admin	1000	-	-	1	1	1
Public Safety Tech Svcs Admin	1000	-	-	1	1	1
Srvs Worker I	1000	1	1	-	-	-
Srvs Worker II	1000	1	1	2	2	1
Sys Analyst	1000	1	1	-	1	1
Fire Resource Management Division Total:		7	6	4	5	4
12434 Fire Training						
Fire Battalion Chief (52 Hrs)	1000	1	-	-	-	-
Fire Captain (40 Hrs)	1000	2	-	-	-	-
Fire Training Division Total:		3	-	-	-	-
12436 Fire Medical Services & Health						
Fire Battalion Chief (52 Hrs)	1000	2	-	-	-	-
Fire Engineer (52 Hrs)	1000	1	-	-	-	-
Fire Medical Services & Health Division		3	-	-	-	-
12441 Fire Marshal's Office						
Asst Fire Marshal	1000	2	2	1	1	1
Fire Battalion Chief (40 Hrs)	1000	1	1	-	-	-
Fire Insp I	1000	2	2	3	2	1
Fire Insp II	1000	4	4	3	5	5
Fire Marshal	1000	-	1	1	1	1
Fire Protection Engineer I	1000	1	-	-	-	-
Mgmt Aide	1000	1	1	1	-	-
Plans Examiner	1000	1	1	1	1	1
Fire Marshal's Office Division Total:		12	12	10	10	9
12444 Fire Community Services						
Fire Battalion Chief (40 Hrs)	1000	2	-	-	-	-
Fire Comm Outreach Coord	1000	2	-	-	-	-
Fire Fighter (52 Hrs)	1000	1	-	-	-	-
Fire Community Services Division Total:		5	-	-	-	-
12490 Arena - Fire Event Staffing						
Secretary	1282	1	1	1	1	1
12491 Ambulance Services						
Fire Captain (40 Hrs)	1000	1	1	-	-	-
Fire Captain (52 Hrs)	1000	-	-	1	1	1
Secretary	1000	1	-	-	-	-
Sr Secretary	1000	-	1	1	1	1
Ambulance Services Division Total:		2	2	2	2	2

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
FIRE SERVICES DEPARTMENT						
<u>Fire Department - 331</u>						
12590 PS Training Ops - Fire						
Dep Fire Chief (40 hrs)	2530	-	1	1	1	1
Fire Battalion Chief (40 Hrs)	2530	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	-
PS Training Ops - Fire Division Total:		6	6	6	6	5
12610 Fire - Special Revenue Fund						
Applications Analyst	1720	1	-	-	-	-
Comm Sys Tech	1720	-	1	-	-	-
Customer Assistance Rep	1720	1	1	1	1	1
Emergency Svcs Coord	1720	-	1	-	1	1
Fire Battalion Chief (40 Hrs)	1720	2	2	1	-	-
Fire Battalion Chief (52 Hrs)	1720	-	-	1	2	3
Fire Captain (40 Hrs)	1720	6	5	1	1	1
Fire Captain (52 Hrs)	1720	1	1	5	5	4
Fire Crisis Response Vol Coord	1720	3	3	2	2	2
Fire Dept Staff Counselor	1720	1	1	1	1	1
Fire EMS Coordinator	1720	-	1	1	1	1
Fire Engineer (40 Hrs)	1720	-	-	-	-	1
Fire Engineer (52 Hrs)	1720	4	4	4	4	3
Fire Fighter (40 Hrs)	1720	-	-	3	1	4
Fire Fighter (52 Hrs)	1720	23	23	26	27	24
Fire Insp I	1720	1	-	-	-	-
Fire Insp II	1720	-	1	1	1	1
Fire Protection Engineer II	1720	1	1	-	-	-
Mgmt Aide	1720	2	2	2	2	2
Secretary	1720	1	1	-	-	-
Shop Maint Coord	1720	1	1	1	1	1
Srvc Worker III	1720	2	1	1	1	1
Fire - Special Revenue Fund Division Total:		50	50	51	51	51
Fire Department - 331 Rollup Total:		289.5	289.5	275	277	273
<u>Fire Department - 333</u>						
12492 Air-Med & Logistics Ops (HALO)						
Fire Engineer (40 Hrs)	1000	-	-	-	-	1
Fire Fighter (52 Hrs)	1000	3	3	3	3	2
Mgmt Aide	1000	1	1	1	1	1
Air-Med & Logistics Ops (HALO) Division		4	4	4	4	4
FIRE SERVICES DEPARTMENT TOTAL:		293.5	293.5	279	281	277

HR & RISK MGT DEPARTMENT

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
HR & RISK MGT DEPARTMENT						
<u>Human Resources - 191</u>						
11010 Risk Management/Safety						
Employee Safety Specialist	1000	1	1	-	-	-
Loss Control Supervisor	1000	1	1	1	-	-
Occupational Health Nurse	1000	1	1	-	-	-
Risk Mgr	1000	1	1	-	1	1
Risk Mgmt Claims Analyst	1000	1	1	-	-	-
Worker's Comp Claims Analyst	1000	1	1	1	-	-
Risk Management/Safety Division Total:		6	6	2	1	1
11020 Benefits						
Employee Benefits Rep	1000	2	1.75	0.25	-	-
HR Generalist	1000	-	-	1	1	1
Sr Customer Assistance Rep	1000	-	-	-	1	-
Sr HR Analyst	1000	1	1	-	-	-
Benefits Division Total:		3	2.75	1.25	2	1
11030 Human Resources Administration						
Asst HR Dir	1000	1	1	1	1	1
HR & Risk Mgmt Dir	1000	1	1	1	1	-
HR Coord	1000	-	-	-	1	1
HR Program Mgr	1000	-	-	1	-	-
HR Technology Analyst	1000	-	-	-	1	-
Mgmt Asst	1000	1	1	1	1	1
Sr HR Analyst	1000	2	2	-	-	-
Sr HR Technology Analyst	1000	1	1	1	-	-
Human Resources Administration Division		6	6	5	5	3
11040 Employment Services						
Benefits Analyst	1000	-	-	-	-	1
HR Admin	1000	-	-	-	1	1
HR Analyst	1000	2	2	-	-	-
HR Coord	1000	-	-	-	1	-
HR Generalist	1000	-	-	-	2	2
HR Program Coord	1000	0.75	1	1	-	-
HR Program Mgr	1000	1	1	2	-	-
Employment Services Division Total:		3.75	4	3	4	4
11050 Employee Relations						
HR Admin	1000	-	-	-	1	1
HR Analyst	1000	1	-	-	-	-
HR Generalist	1000	-	-	-	1	1
HR Program Mgr	1000	1	1	2	-	-
HR Tech	1000	0.75	0.75	-	-	-
Sr HR Analyst	1000	-	1	-	-	-
Employee Relations Division Total:		2.75	2.75	2	2	2

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
HR & RISK MGT DEPARTMENT						
<u>Human Resources - 191</u>						
11060 Compensation						
Dep HR Dir	1000	1	1	1	1	1
HR Admin	1000	-	-	-	1	1
HR Coord	1000	-	-	-	1	1
HR Program Mgr	1000	1	1	1	-	-
HR Tech	1000	2.5	2.5	3	1	1
Mgmt Asst	1000	1	1	1	-	-
Sr Customer Assistance Rep	1000	-	-	-	0.75	0.75
Compensation Division Total:		5.5	5.5	6	4.75	4.75
11070 Organizational Development						
Dep HR Dir	1000	1	1	-	1	-
Employee Devel Coord	1000	-	-	-	1	1
HR Generalist	1000	-	-	-	1	1
HR Program Mgr	1000	-	1	1	-	-
Sr HR Analyst	1000	2	1	-	-	-
Organizational Development Division		3	3	1	3	2
11010 Risk Mgmt Trust Fund						
Occ Health & Wellness Nurse	2540	-	-	-	0.75	-
Risk & Safety Analyst	2540	-	-	-	3	3
Risk Mgmt Claims Analyst	2540	-	-	1	-	-
Risk Mgmt Trust Fund Division Total:		-	-	1	3.75	3
HR & RISK MGT DEPARTMENT TOTAL:		30	30	21.25	25.5	20.75
INTERGOVT. PROGRAMS DEPARTMENT						
<u>Intergovt. Programs - 133</u>						
10910 Intergovernmental Programs						
Dep Intergov Programs Dir	1000	1	1	-	-	-
Intergov Programs Admin	1000	-	-	2	2	2
Intergov Programs Dir	1000	1	1	1	1	1
Legislative Coordinator	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	1	1	1
INTERGOVT. PROGRAMS DEPARTMENT TOTAL:		4	4	4	4	4
INTERNAL AUDIT DEPARTMENT						
<u>Internal Audit - 132</u>						
10710 Internal Audit						
Asst City Auditor	1000	1	1	1	1	1
City Auditor	1000	1	1	1	1	-
Compliance/Asset Mgmt Exec Dir	1000	-	-	-	-	1
Internal Auditor	1000	2	2	-	-	-
Sr Secretary	1000	0.5	0.5	-	0.5	0.5
INTERNAL AUDIT DEPARTMENT TOTAL:		4.5	4.5	2	2.5	2.5

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
MAYOR & COUNCIL DEPARTMENT						
<u>Mayor - 111</u>						
10010 Office of the Mayor						
Asst to the Mayor	1000	1	1	1	1	1
Exec Administrative Asst II	1000	1	-	-	-	-
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000	-	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
Office of the Mayor Division Total:		4	4	4	4	4
<u>Council Office - 112</u>						
10110 Council Office						
Council Asst	1000	4	4	3	4	4
Council Svcs Admin	1000	1	1	1	1	1
Exec Administrative Asst	1000	1	1	1	1	2
Secretary	1000	1	1	1	1	-
Council Office Division Total:		7	7	6	7	7
10120 Cholla District						
Council Member	1000	-	-	-	1	1
Vice Mayor	1000	1	1	1	-	-
Cholla District Division 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	-	-
Vice Mayor	1000	-	-	-	1	1
Sahuaro District Division 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 - 112 Rollup Total:		13	13	12	13	13
MAYOR & COUNCIL DEPARTMENT TOTAL:		17	17	16	17	17

N'HOOD & HUMAN SVCS DEPARTMENT
Comm. Action Program - 171
32040 Community Action Program (CAP)

Community Action Program Admin	1820	1	1	1	-	-
Community Eligibility Rep	1820	1.5	2.5	2.5	-	-
Community Eligibility Spec	1820	2	1	1	-	-
Customer Assistance Rep	1820	1	1	1	-	-
Mgmt Aide	1820	1	1	1	-	-
Office Asst	1820	0.5	0.5	0.5	-	-
Community Action Program (CAP)		7	7	7	-	-

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
N'HOOD & HUMAN SVCS DEPARTMENT						
<u>Comm. Action Program - 171</u>						
32056 Case Mgmt Admin						
Community Eligibility Rep	1820	-	-	-	2.5	2.5
Community Eligibility Spec	1820	-	-	-	1	1
Case Mgmt Admin Division Total:		-	-	-	3.5	3.5
32060 Community Svcs Block Grant-Adm						
Community Action Program Admin	1820	-	-	-	1	1
Customer Assistance Rep	1820	-	-	-	1	1
Mgmt Aide	1820	-	-	-	1	1
Office Asst	1820	-	-	-	0.5	0.5
Community Svcs Block Grant-Adm		-	-	-	3.5	3.5
Comm. Action Program - 171 Rollup Total:		7	7	7	7	7
<u>Comm. Services Adm - 411</u>						
14510 Comm. Services Admin.						
Dep City Mgr	1000	1	1	1	-	-
Sr Mgmt Asst	1000	1	1	-	-	-
Comm. Services Admin. Division Total:		2	2	1	-	-
<u>Comm. Partnerships - 441</u>						
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
Community Revitalization Division Total:		2	2	2	3	2
17910 Community Housing						
Account Spec II	2500	1	1	1	1	1
Accountant I	2500	1	1	1	-	-
Bldg Maint Leader	2500	-	-	1	1	1
Bldg Maint Supv	2500	1	1	1	1	1
Building Maintenance Worker	2500	3	3	2	2	2
Community Partnerships Dir	2500	1	1	1	1	1
Housing Assistance Rep	2500	10	10	10	10	10
Housing Svcs Admin	2500	1	1	1	1	1
Housing Supv	2500	1	1	1	1	1
Mgmt Asst	2500	1	-	-	1	1
Neighborhood Svcs Coord	2500	-	-	-	-	1
Secretary	2500	2	2	2	2	2
Sr Mgmt Asst	2500	1	2	1	1	1
Sr Secretary	2500	1	1	1	1	1
Srvs Worker I (Bldg Maint)	2500	1	1	1	1	1
Community Housing Division Total:		25	25	24	24	25

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
N'HOOD & HUMAN SVCS DEPARTMENT						
<u>Comm. Partnerships - 441</u>						
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
CDBG Programs Division Total:		8.75	8.75	8.75	8.75	8.75
Comm. Partnerships - 441 Rollup Total:		35.75	35.75	34.75	35.75	35.75
<u>Community Dev Admin - 511</u>						
15510 CD Deputy City Manager						
Dep City Mgr	1000	1	1	1	1	1
<u>Code Compliance - 550</u>						
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	6	4	2	3	3
Code Insp II	1000	5	3	7	6	4
Code Insp III	1000	2	6	2	2	2
Mgmt Asst	1000	1	1	1	1	1
Secretary	1000	2.5	2.5	2	2	1
Sr Secretary	1000	1	1	1	1	1
Code Compliance Division Total:		21.5	21.5	19	19	16
15015 Neighborhood Partnership						
Mgmt Aide	1000	0.5	0.5	-	0.5	-
Neighborhood Partnership Admin	1000	1	1	1	1	1
Neighborhood Svcs Coord	1000	3	3	2	3	1
Sr Secretary	1000	1	1	1	1	-
Neighborhood Partnership Division Total:		5.5	5.5	4	5.5	2
Code Compliance - 550 Rollup Total:		27	27	23	24.5	18
N'HOOD & HUMAN SVCS DEPARTMENT TOTAL:		72.75	72.75	66.75	68.25	61.75
PARKS, REC & LIBRARY DEPARTMENT						
<u>Right-of-Way - 420</u>						
16710 Right-of-Way Maintenance						
Crewleader (Streets)	1340	2	2	2	2	1
Engineering Insp II	1340	1	1	1	-	1
PC Oper	1340	1	1	-	-	-
Service Worker III (Streets)	1340	8	8	7	7	5
Srv Worker II (Streets)	1340	4	3	3	3	4
Streets Supv	1340	1	1	-	1	-
Right-of-Way Maintenance Division Total:		17	16	13	13	11

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
<u>Right-of-Way - 420</u>						
<u>Parks & Recreation - 421</u>						
13010 Pool Maintenance						
Srv Worker III (Parks)	1000	3	3	2	2	2
13020 Park Irrigation						
Crewleader (Parks)	1000	1	1	-	-	-
Srv Worker II (Parks)	1000	1	1	1	1	-
Srv Worker III (Parks)	1000	2	2	2	2	-
Park Irrigation Division Total:		4	4	3	3	-
13030 Parks CIP & Planning						
Dep Parks & Rec Dir	1000	1	1	-	-	-
Parks & Rec Projects Coord	1000	2	2	2	2	1
Parks CIP & Planning Division Total:		3	3	2	2	1
13040 Parks Maintenance						
Crewleader (Parks)	1000	3	3	2	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	-	-	-
Playground Equip Srv Worker	1000	2	2	2	2	2
Rec Mgr	1000	-	-	-	-	1
Secretary	1000	1	1	1	1	1
Sr Heavy Equip Srv Worker	1000	1	1	1	1	1
Sr Rec Coord	1000	-	-	-	-	1
Srv Worker I (Parks)	1000	4	-	-	-	-
Srv Worker II (Parks)	1000	9	13	10	8	8
Srv Worker III (Parks)	1000	4	3	5	4	2
Parks Maintenance Division Total:		28	27	23	20	20
14610 Parks & Recreation Admin.						
Account Spec	1000	-	-	-	-	2
Mgmt Asst II	1000	-	-	-	-	1
Parks & Rec Dir	1000	1	1	1	1	-
Parks, Rec & Library Exec Dir	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	1	-	-
Parks & Recreation Admin. Division Total:		2	2	2	1	4
14620 Glendale Community Center						
Rec Programmer	1000	1	1	1	1	1
Sr Rec Coord	1000	2	2	1	1	-
Glendale Community Center Division		3	3	2	2	1

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
<u>Parks & Recreation - 421</u>						
14630 Recreation Support Services						
Mgmt Asst	1000	1	1	1	1	1
Rec Accounts Coord	1000	1	1	1	1	-
Secretary	1000	3	3	3	3	2
Sr Secretary	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1	1	-	-	-
Support Srvc Supv	1000	1	1	-	-	-
Recreation Support Services Division Total:		8	8	6	6	4
14640 Adult Center						
Rec Coord	1000	2	2	2	2	1
Rec Mgr	1000	1	1	1	1	1
Secretary	1000	2	2	2	2	1
Srvc Worker II (Parks)	1000	1	1	2	2	1
Support Srvc Supv	1000	-	-	1	1	1
Adult Center Division Total:		6	6	8	8	5
14650 Youth and Teen						
Rec Coord	1000	1	-	-	-	-
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	4.5	5.25	4.5	3.75	2.25
Sr Rec Coord	1000	1	2	1	2	1
Youth and Teen Division Total:		7.5	8.25	6.5	6.75	4.25
14660 Special Events and Programs						
Rec Coord	1000	1	1	-	-	-
Rec Mgr	1000	1	1	1	1	-
Special Events and Programs Division		2	2	1	1	-
14670 Sports and Health						
Dep Parks & Rec Dir	1000	1	1	1	1	-
Park Mgr	1000	-	-	1	1	1
Rec Coord	1000	3	3	1	1	1
Rec Mgr	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	-	-	1	1	1
Sports and Health Division Total:		5	5	5	5	4
14680 Aquatics						
Sr Rec Coord	1000	1	1	1	1	-
14690 Audio/Visual						
Audio/Visual Coordinator	1000	1	1	-	-	-
Audio/Visual Network Spec	1000	1	1	-	-	-
Audio/Visual Division Total:		2	2	-	-	-
14700 Marketing - Parks & Rec						
Mgmt Asst	1000	1	1	1	1	-
Rec Programmer	1000	-	-	0.75	0.75	-
Marketing - Parks & Rec Division Total:		1	1	1.75	1.75	-

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SCHEDULES

Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
<u>Parks & Recreation - 421</u>						
14710 Park Rangers						
Park Mgr	1000	1	1	-	-	-
Park Ranger	1000	3	3	3	3	3
Srvc Worker III (Parks)	1000	-	1	-	-	-
Park Rangers Division Total:		4	5	3	3	3
14740 Copper Canyon HS Youth Dev Prg						
Rec Programmer	1000	0.75	-	-	-	-
14760 Historic Sahuaro Ranch						
Rec Coord	1000	-	1	1	1	1
Rec Programmer	1000	1	-	-	-	-
Sr Rec Coord	1000	2	2	2	2	-
Historic Sahuaro Ranch Division Total:		3	3	3	3	1
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880	-	-	1	1	1
14840 Sports Self Sustaining						
Rec Coord	1880	-	-	1	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	-	-	-	-
Parks & Recreation - 421 Rollup Total:		89.25	88.25	76.25	72.5	56.25
<u>Parks & Recreation - 422</u>						
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	2	2.75	2
Secretary	1000	1	1	-	-	-
Sr Rec Coord	1000	2	2	2	1	1
Srvc Worker II (Parks)	1000	1	1	1	1	1
Foothills Recreation Center Division Total:		10	10	8	7.75	7

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
<u>Library & Arts - 452</u>						
15220 Library						
Account Spec	1000	2	2	2	2	-
Chief Librarian	1000	-	-	-	-	1
Computer Ops Supv	1000	1	-	-	-	-
Courier	1000	1	1	1	1	0.5
Librarian I	1000	2.5	1.5	3.5	-	-
Librarian II	1000	21.25	22.25	16.25	18.75	16.75
Librarian III	1000	6	6	3	3	3
Librarian IV	1000	4	4	4	4	3
Library Asst I	1000	3	3	4	4	3.5
Library Asst II	1000	3	3	1.63	1.63	1
Library Asst III	1000	13.75	13.75	13.25	13.25	11.75
Library Circulation Clerk	1000	11.26	-	-	-	-
Library Dir	1000	1	1	1	1	-
Library Graphics Coord	1000	1	1	1	1	-
Library Mgr	1000	6	6	5	4	3
Library Ops Supv	1000	5	4	4	4	4
Library Technology Coord	1000	-	2	2	1	1
Library Technology Supv	1000	1	1	1	1	-
Mgmt Asst	1000	1	1	1	1	-
PC Support Specialist II	1000	3	3	2	2	-
Public Service Asst	1000	-	11.26	2.63	6.5	5.5
Secretary	1000	-	-	1	1	1
Library Division Total:		86.76	86.76	69.26	70.13	55
15230 Arts Maintenance - Admin.						
Arts & Cultural Admin	1000	1	1	-	-	-
15310 Arts Maintenance						
Library Graphics Coord	1220	-	-	-	-	1
Library & Arts - 452 Rollup Total:		87.76	87.76	69.26	70.13	56
PARKS, REC & LIBRARY DEPARTMENT TOTAL:		204.01	202.01	166.51	163.38	130.25

POLICE SERVICES DEPARTMENT
Police Department - 312
12110 Police Legal Services

Police Officer	1000	2	1	-	-	-
Police Sergeant	1000	1	-	-	-	-
Public Safety Staff Attorney	1000	1	1	1	-	-
Police Legal Services Division Total:		4	2	1	-	-

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
POLICE SERVICES DEPARTMENT						
<u>Police Department - 312</u>						
12120 Police Administration						
Asst Police Chief	1000	2	2	2	2	2
Asst Police Dir	1000	1	1	-	-	-
Mgmt Aide	1000	1	-	-	-	-
Mgmt Asst	1000	2	3	3	3	2
Police Chief	1000	1	1	1	1	1
Police Crime/Stats Analyst	1000	3	3	-	-	1
Police Lieutenant	1000	1	1	1	1	1
Police Officer	1000	3	3	2	4	4
Police Plan & Research Analyst	1000	1	1	1	1	1
Police Sergeant	1000	4	5	5	4	4
Police Support Svcs Supv	1000	-	-	-	2	-
Police Tech Svcs Mgr	1000	2	2	1	-	-
Sr Mgmt Asst	1000	-	-	-	-	1
Sr Secretary	1000	1	4	3	3	1
Police Administration Division Total:		22	26	19	21	18
12130 Central Patrol Bureau						
Police Commander	1000	1	1	1	1	1
Police Community Svcs Officer	1000	-	1	-	-	-
Police Crime Prevention Spec	1000	3	3	-	3	2
Police Lieutenant	1000	3	5	5	5	5
Police Officer	1000	105.5	96	101	94	87
Police Records Tech	1000	-	1	-	-	-
Police Sergeant	1000	14	12	13	15	14
Police Volunteer Coord	1000	1	-	-	-	-
Secretary	1000	1	1	-	-	-
Central Patrol Bureau Division Total:		128.5	120	120	118	109
12150 Crime Investigations						
Mgmt Aide	1000	3	3	3	2	2
Police Commander	1000	1	1	1	1	2
Police Community Svcs Officer	1000	-	-	-	-	1
Police Crime/Stats Analyst	1000	-	-	1	1	1
Police Identification Supv	1000	-	1	1	1	1
Police Identification Tech	1000	5	6	5	5	4
Police Lieutenant	1000	3	3	3	3	2
Police Officer	1000	56	58	57	60	60
Police Officer (Assignment)	1000	1	-	-	-	-
Police Sergeant	1000	7	9	9	9	9
Sr Secretary	1000	1	1	1	1	1
Victim Assistance Caseworker	1000	3	3	2	2	2
Crime Investigations Division Total:		80	85	83	85	85

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
POLICE SERVICES DEPARTMENT						
<u>Police Department - 312</u>						
12160 Police Personnel Management						
Police Commander	1000	1	1	1	1	-
Police Crisis Svcs Coord	1000	1	1	-	-	-
Police Hiring Coord	1000	3	3	-	-	-
Police Officer	1000	6	12	14	14	12
Police Officer (Assignment)	1000	1	-	-	-	-
Police Sergeant	1000	3	5	5	4	4
Police Tech Svcs Mgr	1000	1	1	-	-	-
Police Volunteer Coord	1000	-	1	1	1	-
Secur Officer	1000	4	4	3	3	3
Secur Svcs Coord	1000	1	1	1	1	1
Police Personnel Management Division		21	29	25	24	20
12170 Foothills Patrol Bureau						
Police Commander	1000	1	1	1	1	1
Police Community Svcs Officer	1000	-	-	-	1	-
Police Crime Prevention Spec	1000	3	3	-	3	3
Police Crime/Stats Analyst	1000	-	-	1	1	1
Police Lieutenant	1000	5	4	4	4	4
Police Officer	1000	84.5	95	92	92	94
Police Sergeant	1000	12	12	11	12	14
Secretary	1000	1	1	1	1	1
Foothills Patrol Bureau Division Total:		106.5	116	110	115	118
12180 Police Support Services						
Police Comm Spec	1000	1	-	-	-	-
Police Community Svcs Officer	1000	9	8	-	5	2
Police Identification Supv	1000	1	-	-	-	-
Police Identification Tech	1000	1	-	-	-	-
Police Lieutenant	1000	-	-	-	-	1
Police Officer	1000	4	-	-	-	-
Police Property/Evid Custodian	1000	3	3	3	3	3
Police Records Tech	1000	15.5	14.5	12.5	11.5	12.5
Police Sergeant	1000	1	-	-	-	-
Police Support Svcs Supv	1000	2	2	1	1	-
Police Tech Svcs Bureau Admin	1000	1	1	1	-	-
Police Tech Svcs Mgr	1000	1	1	1	1	1
Property Room Supv	1000	1	1	1	1	1
Public Safety Tech Svcs Admin	1000	-	-	-	1	1
Sr Secretary	1000	3	-	-	-	-
Srv Worker III (Fleet)	1000	1	1	-	1	-
Police Support Services Division Total:		44.5	31.5	19.5	24.5	21.5
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1282	1	1	1	1	1
12215 PD - Tow Administration						
Mgmt Aide	1000	1	1	1	1	1

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
POLICE SERVICES DEPARTMENT						
<u>Police Department - 312</u>						
12220 PD - Detention						
Police Detention Officer	1000	9	9	6	6	6
Police Support Svcs Supv	1000	3	3	3	2	3
Police Tech Svcs Mgr	1000	1	1	1	1	1
PD - Detention Division Total:		13	13	10	9	10
12230 PD - Communications						
Comm Sys Tech	1000	1	1	1	1	1
Police Comm Spec	1000	26.5	27.5	24.5	23.5	22.5
Police Comm Supv	1000	5	5	5	4	5
Police Comm Sys Spec	1000	1	1	1	1	1
Police Ops Mgr	1000	1	1	1	1	1
PD - Communications Division Total:		34.5	35.5	32.5	30.5	30.5
12231 Stadium - PD Event Staffing						
Mgmt Aide	1281	1	1	1	1	1
Public Safety Events Scheduler	1281	1	1	1	1	1
Stadium - PD Event Staffing Division Total:		2	2	2	2	2
12233 PD - Special Operations						
Police Aide	1000	4	4	-	-	-
Police Commander	1000	1	1	1	1	1
Police Lieutenant	1000	4	3	3	3	3
Police Officer	1000	27	25	24	26	23
Police Officer (Assignment)	1000	1	1	1	1	1
Police Sergeant	1000	10	9	9	8	7
Police Support Svcs Supv	1000	1	1	-	-	-
PD - Special Operations Division Total:		48	44	38	39	35
12235 PD - Emergency Management						
Asst Homeland Security Dir	1000	-	-	1	-	-
Building Maintenance Worker	1000	-	-	1	1	1
Emergency Mgmt Admin	1000	-	-	-	1	-
Emergency Svcs Coord	1000	-	-	1	1	-
Homeland Security Dir	1000	-	-	1	-	-
Mgmt Aide	1000	-	-	1	1	-
Police Ops Mgr	1000	-	-	-	1	1
Police Volunteer Coord	1000	-	-	-	-	1
Sys Admin	1000	-	-	1	1	1
PD - Emergency Management Division		-	-	6	6	4

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
POLICE SERVICES DEPARTMENT						
<u>Police Department - 312</u>						
12310 Patrol - Special Revenue Fund						
Database Admin	1700	1	1	1	-	-
Info Technology Mgr	1700	-	1	1	1	1
Info Technology Project Mgr	1700	1	-	-	-	-
Legal Asst	1700	1	1	1	-	-
Mgmt Aide	1700	6	4	4	5	5
Mgmt Asst	1700	-	-	-	2	2
Police Aide	1700	3	1	1	1	1
Police Comm Spec	1700	10	10	10	9	9
Police Detention Officer	1700	9	9	9	8	8
Police Hiring Coord	1700	-	1	1	1	1
Police Lieutenant	1700	1	1	1	1	1
Police Officer	1700	75	75	74	74	70
Police Officer Trainee	1700	-	-	1	1	5
Police Records Tech	1700	3	3	3	3	3
Police Sergeant	1700	4	4	4	4	4
Police Support Svcs Supv	1700	1	1	1	2	2
Police Tech Svcs Mgr	1700	-	1	1	1	1
Programs Admin	1700	-	-	1	1	1
Secretary	1700	-	1	1	1	1
Secur Officer	1700	1	2	2	1	1
Sr HR Analyst	1700	1	1	-	-	-
Sys Analyst	1700	-	-	-	1	1
Victim Assistance Caseworker	1700	1	1	1	1	1
Patrol - Special Revenue Fund Division		118	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
PS Training Ops - Police Division 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	1
33018 VOCA						
Victim Assistance Caseworker	1840	2	1	1	1	1
Police Department - 312 Rollup Total:		628.5	628.5	590.5	598.5	577.5
<u>Homeland Security - 341</u>						
12810 Homeland Security Admin.						
Homeland Security Dir	1000	1	1	-	-	-

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SCHEDULES
Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
POLICE SERVICES DEPARTMENT						
<u>Homeland Security - 341</u>						
12820 Emergency Operations Ctr (EOC)						
Asst Homeland Security Dir	1000	1	1	-	-	-
Building Maintenance Worker	1000	1	1	-	-	-
Emergency Svcs Coord	1000	-	2	-	-	-
Mgmt Aide	1000	1	1	-	-	-
Operations & Training Officer	1000	1	-	-	-	-
Sys Admin	1000	1	1	-	-	-
Sys Analyst	1000	1	-	-	-	-
Emergency Operations Ctr (EOC) Division		6	6	-	-	-
Homeland Security - 341 Rollup Total:		7	7	-	-	-
POLICE SERVICES DEPARTMENT TOTAL:		635.5	635.5	590.5	598.5	577.5
PUBLIC WORKS DEPARTMENT						
<u>Public Works Admin. - 611</u>						
13310 Public Works Administration						
Dep City Mgr	1000	1	1	1	-	-
<u>Field Operations - 620</u>						
11370 Materials Control Warehouse						
Materials Control Asst	1000	1	1	-	-	-
Materials Control Spec	1000	2.75	2.75	2.75	2.75	2.75
Materials Logistics Mgr	1000	1	1	1	1	-
Secretary	1000	1	1	1	1	1
Materials Control Warehouse Division		5.75	5.75	4.75	4.75	3.75
13410 Field Operations Admin.						
Account Spec II	1000	1	1	-	-	-
Dep Field Ops Dir	1000	1	1	1	1	1
Dispatcher/Router	1000	2	2	-	-	-
Field Ops Admin Supv	1000	1	1	-	-	-
Field Ops Dir	1000	1	1	1	1	-
Public Works Exec Dir	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	-	-	-
Sr Secretary	1000	1	1	-	-	-
Field Operations Admin. Division Total:		8	8	2	2	2
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srv Worker III (Parks)	1000	1	1	1	1	1
Cemetery Division Total:		2	2	2	2	2
13440 Graffiti Removal						
Srv Worker II	1000	1	1	1	1	-
Srv Worker II (Airport)	1000	1	1	1	1	-
Srv Worker II (Streets)	1000	2	2	1	1	2
Graffiti Removal Division Total:		4	4	3	3	2

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PUBLIC WORKS DEPARTMENT						
<u>Field Operations - 620</u>						
13450 Facilities Management						
Bldg Maint Leader	1000	2	2	2	1	1
Bldg Maint Supv	1000	2	2	1	2	2
Building Maintenance Worker	1000	16	16	14	13	7
Facilities Mgmt Supt	1000	1	1	-	-	-
Facilities Management Division Total:		21	21	17	16	10
13460 Custodial Services						
Custodial Supv	1000	1	1	1	1	1
Custodian	1000	15	15	13	10	8
Custodian Lead	1000	4	4	4	4	4
Custodial Services Division Total:		20	20	18	15	13
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	1	1	-	1	1
Custodian	2530	3	3	2	3	2
PS Training Ops - Fac. Mgmt. Division		4	4	2	4	3
13510 Equipment Management						
Buyer I	1040	1	1	1	1	1
Equip Mechanic I	1040	5	5	4	3	3
Equip Mechanic II	1040	10	9	9	9	9
Equip Mechanic Spec	1040	17	16	15	14	14
Equip Mgmt Supt	1040	1	1	1	1	1
Fleet Sys Coord	1040	1	1	-	-	-
Shop Maint Coord	1040	2	2	2	2	2
Shop Supv	1040	2	2	2	2	2
Srv Worker I	1040	-	1	1	1	1
Srv Writer	1040	1	1	-	-	-
Welder\Fabricator	1040	1	1	1	-	-
Equipment Management Division Total:		41	40	36	33	33
13530 Parts Store Operations						
Buyer II	1040	1	1	1	1	1
16040 Downtown Beaut. & Promotion						
Secur Officer	1000	2	2	2	2	2
Srv Worker II	1000	2	2	2	2	-
Downtown Beaut. & Promotion Division		4	4	4	4	2
16720 Street Maintenance						
Crewleader (Streets)	1340	7	7	5	5	2
Engineering Insp II	1340	1	2	2	2	-
Heavy Equip Oper	1340	1	1	1	1	-
Mgmt Asst	1340	1	1	1	1	-
Service Worker III (Streets)	1340	9	6	5	6	2
Srv Worker II (Streets)	1340	17	14	11	9	-
Streets Supt	1340	1	1	1	1	-
Streets Supv	1340	3	3	2	2	1
Street Maintenance Division Total:		40	35	28	27	5

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PUBLIC WORKS DEPARTMENT						
<u>Field Operations - 620</u>						
16730 Street Cleaning						
Equipment Operator (Streets)	1340	4	2	-	-	-
Service Worker III (Streets)	1340	1	1	-	-	-
Street Cleaning Division Total:		5	3	-	-	-
17710 Landfill						
Cashier	2440	-	-	-	-	3
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	1
Sr Equip Mechanic Special	2440	1	1	1	1	1
Srvc Worker I	2440	1	1	2	2	1
Srvc Worker I (Landfill)	2440	2	2	1	1	-
Srvc Worker II (Landfill)	2440	2	2	2	2	2
Weigh Scale Oper	2440	4	4	4	4	-
Landfill Division Total:		19	19	19	19	16
17730 Solid Waste Admin						
Account Spec II	2440	1	1	2	2	2
Accountant II	2440	-	-	-	-	1
Dep Field Ops Dir	2440	1	1	1	1	1
Field Ops Admin Supv	2440	-	-	1	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	1
Solid Waste Admin Division Total:		5	5	8	8	9
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
Recycling Division 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	2	-
Srvc Worker I (Sanitation)	2440	3	1	1	-	-
Srvc Worker II	2440	2	2	2	2	2
Srvc Worker II (Landfill)	2440	-	2	2	2	1
MRF Operations Division Total:		11	11	11	11	8

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PUBLIC WORKS DEPARTMENT						
<u>Field Operations - 620</u>						
17810 Sanitation Roll-off						
Account Spec II	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	4	4	3	2	1
Sanitation Roll-off Division Total:		5	5	4	3	2
17820 Sanitation Frontload						
Account Spec II	2480	1	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
Sr Mgmt Asst	2480	1	1	1	1	1
Srvc Worker III (Sanitation)	2480	2	2	2	2	1
Sanitation Frontload Division Total:		15	15	15	15	14
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	2
Custodian	2480	-	-	-	1	-
Equip Mechanic I	2480	2	2	2	2	2
Equip Operator	2480	2	2	2	2	-
Equip Operator (Sanitation)	2480	31	31	31	30	30
Sanitation Supv	2480	1	1	1	1	1
Srvc Worker II (Sanitation)	2480	2	2	2	2	2
Curb Service Division Total:		40	40	40	40	37
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	14	16
Equipment Operator (Streets)	2480	-	2	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	-
Residential-Loose Trash Collec Division		18	20	21	21	21
Field Operations - 620 Rollup Total:		274.75	268.75	241.75	234.75	189.75
<u>Engineering - 631</u>						
13720 Engineering Administration						
City Engineer	1000	1	1	1	1	-
Engineering Project Coord	1000	1	-	-	-	-
Engineering Project Mgr	1000	-	1	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	1	1	1
Engineering Administration Division Total:		5	7	5	6	3

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SCHEDULES

Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
PUBLIC WORKS DEPARTMENT						
<u>Engineering - 631</u>						
13730 Design Division						
Assoc Civil Engineer	1000	1	1	-	-	-
Asst City Engineer	1000	1	1	1	1	-
Engineering Insp II	1000	-	-	-	1	1
Engineering Project Mgr	1000	2	2	2	2	2
Engineering Tech II	1000	1	1	-	-	-
Landscape Architect	1000	1	1	-	-	-
Mgmt Aide	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	1	-	-
Principal Engineer	1000	-	2	2	2	1
Programs Admin	1000	1	1	1	1	1
Sr Civil Engineer	1000	5	3	2	2	1
Sr Engineering Tech	1000	1	1	-	-	-
Design Division Division Total:		15	15	9	9	6
13760 Real Estate Services						
Property Agent	1000	1	-	-	-	-
Property Mgr	1000	1	-	-	-	-
Real Estate Services Division Total:		2	-	-	-	-
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	-	-
Sr Civil Engineer	1000	3	3	3	2	2
Land Development Division Division Total:		5	5	5	3	3
13790 Construction Inspection						
Construction Engineering Supv	1000	1	-	-	-	-
Engineering Insp II	1000	3	3	1	2	2
Engineering Project Mgr	1000	-	1	1	1	1
Sr Engineering Insp	1000	3	3	2	2	1
Construction Inspection Division Total:		7	7	4	5	4
13800 Materials Testing						
Materials Tech	1000	2	2	1	2	2
Sr Materials Tech	1000	1	1	1	1	1
Materials Testing Division Total:		3	3	2	3	3
13820 Utility Inspection						
Engineering Insp II	1000	2	2	2	-	-
Engineering Utility Coord	1000	1	1	-	-	-
Utility Inspection Division Total:		3	3	2	-	-
16310 Transportation Engineering Pgm						
Principal Engineer	1660	-	1	-	-	-
Sr Civil Engineer	1660	1	-	-	-	-
Transportation Engineering Pgm Division		1	1	-	-	-
Engineering - 631 Rollup Total:		41	41	27	26	19
PUBLIC WORKS DEPARTMENT TOTAL:		316.75	310.75	269.75	260.75	208.75

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
TECH. & INNOVATION DEPARTMENT						
<u>Info. Technology - 231</u>						
11510 Information Technology						
Applications Analyst	1000	1	1	1	1	1
Assoc Sys Admin	1000	1	1	1	1	-
Chief Info Technology Officer	1000	1	1	1	1	-
Database Admin	1000	1	1	1	2	1
Dep Chief Info Tech Officer	1000	1	1	1	1	1
Help Desk Support Spec	1000	3	3	2	3	3
Help Desk Supv	1000	1	1	1	1	1
Info Technology Mgr	1000	4	5	4	4	3
Info Technology Project Mgr	1000	1	-	-	-	-
Innovate Admin	1000	-	-	-	-	1
Library Technology Supv	1000	-	-	-	-	1
Mgmt Aide	1000	1	1	-	-	-
Network Engineer	1000	1	1	1	1	1
PC Support Specialist II	1000	-	-	-	-	2
Sr Applications Analyst	1000	1	1	1	1	-
Sr Database Admin	1000	-	-	-	-	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	1
Sr Sys Analyst	1000	-	-	-	-	1
Sys Admin	1000	3	3	3	3	3
Sys Analyst	1000	6	6	5	3	4
Tech & Innovation Exec Dir	1000	-	-	-	-	1
Information Technology Division Total:		29	29	25	25	28
11520 Telephones						
Voice Comms Admin	1100	1	1	1	1	1
11530 Technology Replacement						
Mgmt Aide	1140	1	1	1	1	1
TECH. & INNOVATION DEPARTMENT TOTAL:		31	31	27	27	30

TRANSPORTATION SVCS DEPARTMENT
Transportation - 632
16510 Transportation Program Mgmt

Dep Trans Dir	1660	1	1	1	1	1
Planning Mgr	1660	-	-	1	1	1
Secretary	1660	1	1	1	-	-
Sr Secretary	1660	-	-	-	1	1
Trans Dir	1660	-	-	1	1	-
Trans Planner	1660	1	1	1	1	1
Trans Svcs Exec Dir	1660	-	-	-	-	1
Transportation Program Mgmt Division		3	3	5	5	5

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SCHEDULES

Schedule Six



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
TRANSPORTATION SVCS DEPARTMENT						
<u>Transportation - 632</u>						
16520 Transportation Education						
Sr. Trans Analyst	1660	-	1	1	1	1
Trans Coord	1660	1	-	-	-	-
Transportation Education Division Total:		1	1	1	1	1
16525 Transit Management						
Mgmt Aide	1660	-	1	1	-	-
Sr Secretary	1660	1	-	-	-	-
Trans Planner	1660	-	-	-	1	1
Transit Administrator	1660	1	1	1	1	1
Transit Mgr	1660	2	2	2	2	2
Transit Management Division Total:		4	4	4	4	4
16530 Dial-A-Ride						
Dispatcher/Router	1660	6.5	5.5	5.5	5.5	5.5
Lead Transit Oper	1660	7	-	-	-	-
Lead Transit Rep	1660	-	8	8	8	8
Programs Admin	1660	-	-	1	1	1
Secretary	1660	1	1	1	-	-
Sr Mgmt Asst	1660	1	1	-	-	-
Transit Coord	1660	2	2	1	2	2
Transit Oper	1660	16.75	16.75	16.75	16.75	16.75
Transit Supv	1660	1	1	1	1	1
Dial-A-Ride Division Total:		35.25	35.25	34.25	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	-
Intelligent Trans Sys Tech	1660	1	1	1	1	1
Principal Engineer	1660	1	1	1	1	1
Traffic Signal Tech II	1660	1	1	-	-	-
Trans Sys Mgr	1660	-	-	-	-	1
Intelligent Transportation Sys Division		5	5	4	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	-	-	-
Traffic Signal Supv	1340	1	1	1	1	1
Traffic Signal Tech I	1340	2	2	1	1	-
Traffic Signal Tech II	1340	3	3	2	2	2
Traffic Signal Tech III	1340	2	2	2	2	1
Traffic Signals Division Total:		10	10	7	7	5

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
TRANSPORTATION SVCS DEPARTMENT						
<u>Transportation - 632</u>						
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	1	1	2
Service Worker III (Streets)	1340	1	1	1	1	-
Sign Fabricator	1340	1	1	-	-	-
Srvc Worker II (Streets)	1340	5	5	5	5	4
Traffic Signs & Markings Supv	1340	1	1	1	1	1
Signs & Markings Division Total:		10	10	8	8	7
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	-	-	-	-
Sr Mgmt Asst	1340	1	1	1	1	1
Sr Secretary	1340	1	1	1	-	-
Trans Dir	1340	1	1	-	-	-
Transportation Administration Division		5	5	4	3	2
16920 Street Light Management						
Traffic Engineer II	1340	1	1	-	-	-
Traffic Engineering Spec	1340	1	1	-	-	-
Street Light Management Division Total:		2	2	-	-	-
16930 Transportation Planning						
Trans Planner	1340	1	1	-	-	-
16940 Traffic Studies						
Principal Engineer	1340	1	1	1	1	1
Traffic Education Program Mgr	1340	1	1	1	1	1
Traffic Engineering Tech	1340	2	2	2	2	2
Trans Planning Mgr	1340	1	1	-	-	-
Traffic Studies Division Total:		5	5	4	4	4
16950 Traffic Design and Development						
Dep Trans Dir	1340	1	1	1	1	-
Sr Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Design and Development Division		3	3	3	3	2
Transportation - 632 Rollup Total:		85.25	85.25	75.25	74.25	69.25
<u>Airport - 633</u>						
16410 Airport Operations						
Airport Administrator	1760	1	1	1	1	1
Crewleader (Airport)	1760	1	1	1	1	1
Mgmt Aide	1760	-	-	-	-	1
Sr Secretary	1760	1	1	1	1	-
Srvc Worker II (Airport)	1760	2	2	2	2	3
Airport Operations Division Total:		5	5	5	5	6

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SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
TRANSPORTATION SVCS DEPARTMENT						
TRANSPORTATION SVCS DEPARTMENT TOTAL:		90.25	90.25	80.25	79.25	75.25
WATER SERVICES DEPARTMENT						
<u>Env. Resources - 135</u>						
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
Environmental Resources Division Total:		5	5	5	5	5
17410 Water Conservation						
Environmental Program Mgr	2400	1	1	1	1	1
Water Conservation Spec	2400	1	1	1	1	1
Water Conservation Division 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
Water Quality Division Total:		10	10	10	10	10
Env. Resources - 135 Rollup Total:		17	17	17	17	17
<u>Utilities - 641</u>						
17110 Utilities Administration						
Account Spec	2360	1	1	1	1	-
Dep Utilities Dir	2360	2	2	2	2	2
Dept Accting & Budget Mgr	2360	1	1	1	1	-
HR Generalist	2360	-	-	-	-	1
Mgmt Aide	2360	1	1	1	1	1
Mgmt Asst	2360	-	-	-	-	1
Secretary	2360	1	1	1	1	1
Sr Civil Engineer	2360	1	1	1	1	1
Sr Mgmt Asst	2360	1	1	1	1	-
Sr Secretary	2360	1	1	1	1	2
Utilities Dir	2360	1	1	1	1	-
Water Svcs Admin	2360	-	-	-	-	2
Water Svcs Exec Dir	2360	-	-	-	-	1
Utilities Administration Division Total:		10	10	10	10	12
17115 Safety Administration						
Sr Mgmt Asst	2360	1	-	-	-	-
Util Safety Spec	2360	-	1	1	-	-
Safety Administration Division Total:		1	1	1	-	-

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
WATER SERVICES DEPARTMENT						
<u>Utilities - 641</u>						
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
Information Management Division Total:		6	6	6	6	6
17130 Public Service Representatives						
Public Srvc Rep	2360	4	4	4	3	4
17140 System Security						
Secur Officer	2360	5	5	5	6	6
Security Systems Tech	2360	-	-	-	1	1
Sr Mgmt Asst	2360	-	1	1	1	1
Util Safety Spec	2360	1	-	-	-	-
Util Safety/Security Coord	2360	1	1	1	1	1
Utilities Secur Supt	2360	1	1	1	1	1
System Security Division Total:		8	8	8	10	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	1	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
Arrowhead Reclamation Plant Division		13	13	13	13	12
17170 West Area Plant						
PC Oper	2360	-	-	-	1	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	1
Water Reclam Facility Oper I	2360	-	-	2	-	-
Water Reclam Facility Oper II	2360	8	8	6	7	8
Water Reclam Facility Supv	2360	1	1	1	1	1
West Area Plant Division Total:		14	14	14	14	15
17210 Customer Service - Field						
Lead Water Srvc Rep	2400	1	1	1	2	2
Sr Applications Analyst	2400	-	-	-	1	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	11	11
Customer Service - Field Division Total:		15	15	15	16	16

*The FTE counts for some of the individual position classifications were updated from the version in the original printed budget books. However, all the divisional and departmental sub totals and the grand total remain unchanged.

SCHEDULES**Schedule Six****Authorized Staffing**

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
WATER SERVICES DEPARTMENT						
<u>Utilities - 641</u>						
17220 Irrigation						
Crewleader (Water)	2400	1	1	1	1	1
17240 Central System Control						
HR Generalist	2400	-	-	1	1	-
HR Program Mgr	2400	-	1	-	-	-
Plant Maint Mechanic II	2400	-	-	-	-	1
Sr HR Analyst	2400	1	-	-	-	-
Sr Water Plant Oper	2400	1	1	1	1	1
Utility Ops Supt	2400	1	1	1	1	1
Water Control Room Oper	2400	5	5	5	5	5
Water Plant Ops Supv	2400	1	1	1	1	1
Central System Control Division Total:		9	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	7	7	7	8	7
Water Plant Ops Supv	2400	-	-	-	-	1
Pyramid Peak Plant Division Total:		10	10	10	11	11
17260 Cholla Treatment Plant						
Plant Instrument Tech II	2400	1	-	-	-	-
Plant Maint Mechanic II	2400	1	1	1	1	-
Sr Plant Instrument Tech	2400	-	1	1	1	1
Sr Plant Maint Mechanic	2400	-	-	-	-	1
Sr Water Plant Oper	2400	2	2	2	2	2
Water Plant Operator II	2400	5	5	5	4	5
Cholla Treatment Plant Division Total:		9	9	9	8	9
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	-
Srvc Worker II (Water)	2400	1	1	1	1	1
Water Plant Ops Supv	2400	1	1	1	1	1
Central System Maintenance Division		6	6	6	6	5
17290 Water Distribution						
Lead Water Srvc Rep	2400	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	12	10
Utility Sys Tech II	2400	9	9	9	11	12
Water Distribution Division Total:		30	30	30	29	26

*The FTE counts for some of the individual position classifications were updated from the version in the original printed budget books. However, all the divisional and departmental sub totals and the grand total remain unchanged.



Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012*	FY 2013
WATER SERVICES DEPARTMENT						
<u>Utilities - 641</u>						
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	3
Utility Sys Tech I	2400	3	3	3	3	3
Utility Sys Tech II	2400	2	2	2	2	3
Meter Maintenance Division Total:		11	11	11	11	11
17310 Oasis Surface WTP						
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	5	5	5	5	5
Water Plant Ops Supv	2400	2	2	2	2	1
Oasis Surface WTP Division Total:		15	15	15	15	14
17610 Pretreatment Program						
Pretreatment Insp	2420	2	2	2	2	3
Pretreatment Officer	2420	1	1	-	-	-
Pretreatment Program Mgr	2420	-	-	1	1	1
Sr Pretreatment Insp	2420	3	3	3	3	2
Pretreatment Program Division Total:		6	6	6	6	6
17630 Wastewater Collection						
PC Oper	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	1	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	1
Utility Sys Tech I	2420	10	9	9	8	8
Utility Sys Tech II	2420	5	6	6	6	5
Wastewater Collection Division Total:		19	19	19	19	17
17699 Storm Water						
Utility Sys Tech I	2420	-	-	-	-	2
Utility Sys Tech II	2420	-	-	-	-	1
Storm Water Division Total:		-	-	-	-	3
Utilities - 641 Rollup Total:		187	187	187	187	187
WATER SERVICES DEPARTMENT TOTAL:		204	204	204	204	204

Grand Total
2,204.51 2,182.51 1,971.01 1,966.38 1,824.25

*The FTE counts for some of the individual position classifications were updated from the version in the original printed budget books. However, all the divisional and departmental sub totals and the grand total remain unchanged.

SCHEDULES

Schedule Seven - Summary



Long Term Debt Service

		FY 2012-13			
Bond Description	Date of Issue	Principal	Interest	Other Fees (1)	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	-	1,991,575	5,000	1,996,575
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	Refund 2/1/12	-	93,250	5,000	98,250
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	-	1,185,563	5,000	1,190,563
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
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	(500,000)	-	(500,000)
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
<u>Sub-Total Excise Tax Funded Debt</u>		2,790,000	13,658,581	40,000	16,488,581
<u>Property Tax Funded Debt (Fund 1900)</u>					
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	5,000	3,181,578
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
<u>Sub-Total Property Tax Funded Debt</u>		15,880,000	8,056,490	340,000	24,276,490
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	970,000	288,550	5,000	1,263,550
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	1,630,000	81,500	5,000	1,716,500
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
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	-	3,594,750	5,000	3,599,750
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<u>Sub-Total Water & Sewer Revenue Funded Debt</u>		10,725,000	13,440,751	35,000	24,200,751
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
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
<u>Sub-Total Street Revenue Funded Debt</u>		4,195,000	503,869	10,000	4,708,869
<u>Western Loop 101 Public Facilities Corp (PFC) -(Fund 1930)</u>					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	9,000,000	10,000	9,010,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
<u>Sub-Total Street Revenue Funded Debt</u>		-	-	-	-
<u>Transp. Sales Tax Rev Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond	10/16/2007	3,005,000	4,321,281	5,000	7,331,281
<u>Sub-Total Trans S/Tax Bond Debt Service</u>		3,005,000	4,321,281	5,000	7,331,281
Total Debt Service Payments (All Funds)		36,595,000	39,980,972	430,000	77,005,972

(1) note, arbitrage is subject to change each year based on the calculation performed by consultants

(2) The City has agreements in place with the AzSTA where AzSTA has agreed to reimburse the City certain amount (plus certain interest costs) for costs of the spring training facilities.

(3) The City intends to restructure the PFC bonds in FY 2013. The debt service amount represents the projected new debt service amount net of bond restructuring savings.

(4) The City intends to restructure MPC bonds in FY 2013. The \$500,000 represents the estimated savings from restructuring.



SCHEDULES

Schedule Seven - Summary

Long Term Debt Service

		FY 2013-14			
Bond Description	Date of Issue	Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	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	Refund 2/1/12	1,865,000	93,250	5,000	1,963,250
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	1,465,000	1,185,563	5,000	2,655,563
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
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	-	-	-
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
<u>Sub-Total Excise Tax Funded Debt</u>		7,680,000	14,022,993	40,000	21,742,993
<u>Property Tax Funded Debt (Fund 1900)</u>					
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
<u>Sub-Total Property Tax Funded Debt</u>		15,320,000	7,379,784	340,000	23,039,784
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,020,000	240,050	5,000	1,265,050
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
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
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	1,725,000	3,594,750	10,000	5,329,750
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<u>Sub-Total Water & Sewer Revenue Funded Debt</u>		11,230,000	12,947,039	35,000	24,212,039
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
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
<u>Sub-Total Street Revenue Funded Debt</u>		4,355,000	330,875	10,000	4,695,875
<u>Western Loop 101 Public Facilities Corp (PFC) -(Fund 1930)</u>					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	9,500,000	10,000	9,510,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
<u>Sub-Total Street Revenue Funded Debt</u>		-	-	-	-
<u>Transp. Sales Tax Rev Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond	10/16/2007	3,125,000	4,201,081	5,000	7,331,081
<u>Sub-Total Trans S/Tax Bond Debt Service</u>		3,125,000	4,201,081	5,000	7,331,081
Total Debt Service Payments (All Funds)		41,710,000	38,881,772	430,000	81,021,772

SCHEDULES

Schedule Seven - Summary



Long Term Debt Service

		FY 2014-15			
Bond Description	Date of Issue	Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	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	Refund 2/1/12	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	1,540,000	1,112,313	5,000	2,657,313
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
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim				
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
<u>Sub-Total Excise Tax Funded Debt</u>		6,235,000	13,648,508	35,000	19,918,508
<u>Property Tax Funded Debt (Fund 1900)</u>					
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
<u>Sub-Total Property Tax Funded Debt</u>		19,010,000	6,727,628	340,000	26,077,628
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,060,000	189,050	5,000	1,254,050
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
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
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	4,290,000	3,560,250	10,000	7,860,250
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<u>Sub-Total Water & Sewer Revenue Funded Debt</u>		14,230,000	12,472,414	35,000	26,737,414
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	1,805,000	148,000	5,000	1,958,000
<u>Sub-Total Street Revenue Funded Debt</u>		1,805,000	148,000	5,000	1,958,000
<u>Western Loop 101 Public Facilities Corp (PFC) -(Fund 1930)</u>					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	9,500,000	10,000	9,510,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
<u>Sub-Total Street Revenue Funded Debt</u>		-	-	-	-
<u>Transp. Sales Tax Rev Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond	10/16/2007	3,250,000	4,076,081	5,000	7,331,081
<u>Sub-Total Trans S/Tax Bond Debt Service</u>		3,250,000	4,076,081	5,000	7,331,081
Total Debt Service Payments (All Funds)		44,530,000	37,072,630	420,000	82,022,630



SCHEDULES

Schedule Seven - Summary

Long Term Debt Service

		FY 2015-16			
Bond Description	Date of Issue	Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	1,475,000	1,865,275	5,000	3,345,275
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	800,000	5,165,121	5,000	5,970,121
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	1,615,000	1,035,313	5,000	2,655,313
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	1,350,000	1,452,656	5,000	2,807,656
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	1,425,000	2,880,832	5,000	4,310,832
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	-	-	-
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
<u>Sub-Total Excise Tax Funded Debt</u>		6,665,000	13,331,009	30,000	20,026,009
<u>Property Tax Funded Debt (Fund 1900)</u>					
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	2,795,000	560,588	5,000	3,360,588
General Obligation Bonds - Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds - Series 2006A	6/1/2006	2,080,000	632,031	5,000	2,717,031
General Obligation Bonds - Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds - Series 2007	6/26/2007	4,120,000	1,555,425	5,000	5,680,425
General Obligation Bonds - Series 2009B	12/22/2009	1,880,000	1,766,365	5,000	3,651,365
General Obligation Bonds - Series 2010	11/30/2010	6,500,000	1,342,800	5,000	7,847,800
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
<u>Sub-Total Property Tax Funded Debt</u>		17,375,000	5,943,909	330,000	23,648,909
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,100,000	136,050	5,000	1,241,050
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	4,355,000	2,814,206	5,000	7,174,206
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	2,110,000	1,621,613	5,000	3,736,613
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,840,000	2,221,388	5,000	5,066,388
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	4,465,000	3,388,650	10,000	7,863,650
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<u>Sub-Total Water & Sewer Revenue Funded Debt</u>		14,870,000	11,820,764	35,000	26,725,764
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
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
<u>Sub-Total Street Revenue Funded Debt</u>		1,895,000	75,800	5,000	1,975,800
<u>Western Loop 101 Public Facilities Corp (PFC) -(Fund 1930)</u>					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	10,300,000	10,000	10,310,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
<u>Sub-Total Street Revenue Funded Debt</u>		-	-	-	-
<u>Transp. Sales Tax Rev Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond	10/16/2007	3,380,000	3,946,081	5,000	7,331,081
<u>Sub-Total Trans S/Tax Bond Debt Service</u>		3,380,000	3,946,081	5,000	7,331,081
Total Debt Service Payments (All Funds)		44,185,000	35,117,563	405,000	79,707,563

SCHEDULES

Schedule Seven - Summary



Long Term Debt Service

		FY 2017 - Beyond			
Bond Description	Date of Issue	Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	37,355,000	17,041,263	80,000	54,476,263
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	93,120,000	52,855,932	80,000	146,055,932
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	20,990,000	5,533,375	45,000	26,568,375
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	30,630,000	13,142,394	80,000	43,852,394
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	46,065,000	30,953,814	80,000	77,098,814
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	8,665,000	948,400	25,000	9,638,400
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	-	-	-
AMFP Series 14 - Arena	6/28/2002	5,055,000	4,041,394	80,000	9,176,394
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	5,963,125	5,000	13,218,125
<u>Sub-Total Excise Tax Funded Debt</u>		249,130,000	130,479,696	475,000	380,084,696
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	4,335,000	173,400	5,000	4,513,400
General Obligation Bonds - Series 2004	6/1/2004	9,155,000	881,400	15,000	10,051,400
General Obligation Bonds - Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds - Series 2006A	6/1/2006	11,905,000	1,660,131	25,000	13,590,131
General Obligation Bonds - Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds - Series 2007	6/26/2007	29,075,000	5,008,400	30,000	34,113,400
General Obligation Bonds - Series 2009B	12/22/2009	33,275,000	14,384,113	65,000	47,724,113
General Obligation Bonds - Series 2010	11/30/2010	23,680,000	3,526,300	30,000	27,236,300
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
<u>Sub-Total Property Tax Funded Debt</u>		111,425,000	25,633,744	470,000	137,528,744
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	2,335,000	104,850	10,000	2,449,850
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	56,790,000	14,904,838	50,000	71,744,838
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	31,185,000	9,874,800	55,000	41,114,800
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	45,360,000	15,355,238	60,000	60,775,238
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	67,155,000	23,315,150	60,000	90,530,150
W&S Revenue Obligations, Series 2010	11/30/2010	25,685,000	20,604,420	65,000	46,354,420
<u>Sub-Total Water & Sewer Revenue Funded Debt</u>		228,510,000	84,159,295	300,000	312,969,295
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	-	-	-	-
<u>Sub-Total Street Revenue Funded Debt</u>		-	-	-	-
<u>Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)</u>					
Estimated new DS prmt from restructure of PFC Bonds (2&3)	TBD	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	137,495,000	136,670,675	5,000	274,170,675
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	48,670,000	47,763,388	5,000	96,438,388
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	13,585,000	32,250	5,000	13,622,250
<u>Sub-Total Street Revenue Funded Debt</u>		199,750,000	184,466,313	15,000	384,231,313
<u>Transp. Sales Tax Rev Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond	10/16/2007	81,385,000	35,864,363	75,000	117,324,363
<u>Sub-Total Trans S/Tax Bond Debt Service</u>		81,385,000	35,864,363	75,000	117,324,363
Total Debt Service Payments (All Funds)		870,200,000	460,603,410	1,335,000	1,332,138,410



SCHEDULES

Schedule Seven - Summary

Long Term Debt Service

		Grand Totals (Remaining Payments)			
Bond Description	Date of Issue	Principal	Interest	Other Fees	Total
<u>Excise Tax Funded Debt (Fund 1940)</u>					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	41,635,000	24,825,463	100,000	66,560,463
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	95,675,000	73,708,320	100,000	169,483,320
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	1,865,000	186,500	10,000	2,061,500
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	25,610,000	10,052,125	65,000	35,727,125
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	32,220,000	18,981,819	100,000	51,301,819
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	50,605,000	42,849,375	100,000	93,554,375
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	3,920,000	357,016	15,000	4,292,016
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	8,665,000	2,273,600	45,000	10,983,600
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	(500,000)	-	(500,000)
AMFP Series 14 - Arena	6/28/2002	5,055,000	5,080,444	80,000	10,215,444
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	7,326,125	5,000	14,581,125
<u>Sub-Total Excise Tax Funded Debt</u>		272,500,000	185,140,787	620,000	458,260,787
<u>Property Tax Funded Debt (Fund 1900)</u>					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	7,865,000	696,700	25,000	8,586,700
General Obligation Bonds - Series 2004	6/1/2004	19,605,000	3,767,894	35,000	23,407,894
General Obligation Bonds - Series 2005	6/1/2005	4,035,000	321,819	15,000	4,371,819
General Obligation Bonds - Series 2006A	6/1/2006	19,760,000	4,694,756	45,000	24,499,756
General Obligation Bonds - Series 2006B	6/1/2006	5,725,000	582,500	15,000	6,322,500
General Obligation Bonds - Series 2007	6/26/2007	44,620,000	12,213,975	50,000	56,883,975
General Obligation Bonds - Series 2009B	12/22/2009	39,100,000	21,691,010	25,000	60,876,010
General Obligation Bonds - Series 2010	11/30/2010	38,300,000	9,772,900	25,000	48,122,900
General Obligation Bond Arbitrage (1)		-	-	1,500,000	1,500,000
<u>Sub-Total Property Tax Funded Debt</u>		179,010,000	53,741,554	1,735,000	234,571,554
<u>Water & Sewer Revenue Funded Debt (Fund 2380)</u>					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	6,485,000	958,550	30,000	7,473,550
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	1,630,000	81,500	5,000	1,716,500
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	72,955,000	27,422,450	70,000	100,447,450
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	39,075,000	16,909,825	75,000	56,059,825
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	56,100,000	24,854,538	80,000	81,034,538
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	77,635,000	37,453,550	95,000	115,183,550
W&S Revenue Obligations, Series 2010	11/30/2010	25,685,000	27,159,850	85,000	52,929,850
<u>Sub-Total Water & Sewer Revenue Funded Debt</u>		279,565,000	134,840,263	440,000	414,845,263
<u>Street/HURF Revenue Funded Debt (Fund 1920)</u>					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	5,145,000	307,444	10,000	5,462,444
HURF Revenue Bonds - Series 2006	4/11/2006	7,105,000	751,100	20,000	7,876,100
<u>Sub-Total Street Revenue Funded Debt</u>		12,250,000	1,058,544	30,000	13,338,544
<u>Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)</u>					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD				
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	137,495,000	136,670,675	5,000	274,170,675
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	48,670,000	47,763,388	5,000	96,438,388
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	13,585,000	32,250	5,000	13,622,250
<u>Sub-Total Street Revenue Funded Debt</u>		199,750,000	184,466,313	15,000	384,231,313
<u>Transp. Sales Tax Rev Funded Debt (Fund 1970)</u>					
Transportation Sales Tax Obligations Bond	10/16/2007	94,145,000	52,408,888	95,000	146,648,888
<u>Sub-Total Trans S/Tax Bond Debt Service</u>		94,145,000	52,408,888	95,000	146,648,888
Total Debt Service Payments (All Funds)		1,037,220,000	611,656,347	2,935,000	1,651,896,347

SCHEDULES
Schedule Seven - Detail



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. **In February 2012, the MPC Bonds Series 2012A-Refunding Bond was issued for the purpose of refunding a portion of the 2003-2033 maturities of the City of Glendale MPC Bonds Series 2003A-Arena Tax Exempt.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	5,540,000	15,200,065	20,740,065
2013	-	1,991,575	1,991,575
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	47,175,000	40,025,528	87,200,528



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	1,365,000	37,031,657	38,396,657
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

SCHEDULES
Schedule Seven - Detail



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. **In February 2012, the MPC Bonds Series 2012A-Refunding Bond was issued for the purpose of refunding a portion of the 2004-2014 maturities of the City of Glendale MPC Bonds, Series 2004A-Refund Imp Dist.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	5,585,000	2,498,850	8,083,850
2013	-	93,250	93,250
2014	1,865,000	93,250	1,958,250
Total	7,450,000	2,685,350	10,135,350



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. **In February 2012, the MPC Bonds Series 2012A-Refunding Bond was issued for the purpose of refunding a portion of the 2006-2026 maturities of the City of Glendale MPC Bonds Series 2006A-GRPSTC/Zanjero.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	4,880,000	7,137,538	12,017,538
2013	-	1,185,563	1,185,563
2014	1,465,000	1,185,563	2,650,563
2015	1,540,000	1,112,313	2,652,313
2016-2020	8,895,000	4,366,813	13,261,813
2021-2025	11,170,000	2,090,750	13,260,750
2026	2,540,000	111,125	2,651,125
Total	30,490,000	17,189,664	47,679,664

SCHEDULES
Schedule Seven - Detail



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	5,125,021	5,220,021
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	2,175,000	10,839,091	13,014,091
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

SCHEDULES
Schedule Seven - Detail



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	5,220,000	1,034,954	6,254,954
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

\$8,665,000

City of Glendale, Arizona

Municipal Property Corporation

Senior Lien Excise Tax Revenue Refunding Bonds Series 2012A

Date: June 1, 2012, maturing in 2021.

Interest: Semi-annual each January and July, commencing July 1, 2012.
Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "A1"
Standard and Poor's "AA+"

Purpose: The Series 2012A bonds were issued to refund a portion of MPC Series 2003A, MPC Series 2004A and MPC Series 2006A-GRPSTC/Zanjero.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	-	130,679	130,679
2013	-	331,300	331,300
2014	-	331,300	331,300
2015	-	331,300	331,300
2016-2020	7,370,000	1,214,950	8,584,950
2021	1,295,000	64,750	1,359,750
Total	8,665,000	2,404,279	11,069,279

SCHEDULES
Schedule Seven - Detail



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	-	1,818,339	1,818,339
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	-	1,298,813	1,298,813
2026-2030	1,870,000	1,274,356	3,144,356
2031-2033	3,185,000	429,175	3,614,175
Total	5,055,000	6,898,783	11,953,783



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	-	2,385,250	2,385,250
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

SCHEDULES
Schedule Seven - Detail



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	44,660,000	18,874,748	63,534,748
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	17,040,000	9,897,800	26,937,800
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

SCHEDULES
Schedule Seven - Detail



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	7,925,000	2,318,694	10,243,694
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	9,605,000	7,016,474	16,621,474
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

SCHEDULES
Schedule Seven - Detail



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	3,340,000	2,712,533	6,052,533
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	16,380,000	12,210,077	28,590,077
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

SCHEDULES
Schedule Seven - Detail



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	2,550,000	4,852,755	7,402,755
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 2012-2022 maturities 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	-	2,644,999	2,644,999
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

SCHEDULES
Schedule Seven - Detail



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	7,390,000	2,935,787	10,325,787
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. In **February 2012, the Senior Lien Water & Sewer Revenue Refunding Obligations Series 2012 was issued for the purpose of refunding WIFA Loan Series 2001, WIFA Loan Series 2010 and a portion of the Subordinate Lien Water & Sewer Revenue Obligations Series 2003.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	4,320,000	25,833,250	30,153,250
2013	1,630,000	81,500	1,711,500
2014	-	-	-
2015	-	-	-
2016-2020	-	-	-
2021-2025	-	-	-
2026-2028	-	-	-
Total	5,950,000	25,914,750	31,864,750

SCHEDULES
Schedule Seven - Detail



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	7,045,000	23,427,631	30,472,631
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	5,425,000	10,281,742	15,706,742
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	7,043,625	18,663,625
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	27,191,567	71,691,567

SCHEDULES
Schedule Seven - Detail



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	9,400,000	10,837,052	20,237,052
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

\$77,635,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2012

Date: July 1, 2012, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2012.
Interest accrues at rates ranging from 2.000% to 5.000%

Rating: Moody's "Aa3"
Standard and Poor's "AA"

Purpose: The series 2012 bonds were issued to refund WIFA Loan Series 2001, WIFA Loan Series 2010 and a portion of the Subordinate Lien Water & Sewer Revenue Obligation Series 2003.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,417,929	1,417,929
2013	-	3,594,750	3,594,750
2014	1,725,000	3,594,750	5,319,750
2015	4,290,000	3,560,250	7,850,250
2016-2020	23,850,000	15,039,550	38,889,550
2021-2025	26,825,000	9,535,500	36,360,500
2026-2028	20,945,000	2,128,750	23,073,750
Total	77,635,000	38,871,479	116,506,479

SCHEDULES
Schedule Seven - Detail



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	-	2,599,410	2,599,410
2013	-	1,638,858	1,638,858
2014	-	1,638,858	1,638,858
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

\$14,655,000

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	9,510,000	3,302,022	12,812,022
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

SCHEDULES
Schedule Seven - Detail



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	8,640,000	3,217,144	11,857,144
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: This schedule shows the outstanding debt service amount for PFC Series 2008A before any refunding. It is the intent of the city to refund this issuance.

Fiscal Year	Principal	Interest	Total
Prior years	-	32,709,108	32,709,108
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

SCHEDULES
Schedule Seven - Detail



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: This schedule shows the outstanding debt service amount for PFC Series 2008B before any refunding. It is the intent of the city to refund this issuance.

Fiscal Year	Principal	Interest	Total
Prior years	-	11,294,091	11,294,091
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: This schedule shows the outstanding debt service amount for PFC Series 2008C before any refunding. It is the intent of the city to refund this issuance.

Fiscal Year	Principal	Interest	Total
Prior years	-	3,738,705	3,738,705
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

SCHEDULES
Schedule Seven - Detail



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	14,965,000	21,677,179	36,642,179
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	17,992,306	36,637,306
2021-2025	23,095,000	13,546,438	36,641,438
2026-2030	22,885,000	6,432,550	29,317,550
2031-2032	20,140,000	1,839,150	21,979,150
Total	109,110,000	74,086,068	183,196,068



FY 2013 Scheduled Lease Payments

Lease Desc. & Account	2012-13	2013-14	2014-15	2015-16	17 -Beyond

2011 Lease Refinance (Refinanced Northern Crossing, Hickman and ADOT payment)

1000-11380-560400	490,100	668,900	1,212,300	2,855,000	6,187,100
1000-11380-560600	609,795	580,948	537,589	450,244	423,190
Total	1,099,895	1,249,848	1,749,889	3,305,244	6,610,290

Fire Trucks & Equipment - '07 Lease

1000-11380-560400	68,826	71,445	48,286	50,123	-
1000-11380-560600	8,356	8,468	3,259	1,422	-
Total	77,181	79,913	51,545	51,545	-

Parks & Rec Copier - De Lage Landen Public Finance LLC

1000-14700-560400	6,474	2,358	-	-	-
1000-14700-560600	798	66	-	-	-
Total	7,272	2,424	-	-	-

1000 - General Fund Total: **1,184,348** **1,332,185** **1,801,434** **3,356,789** **6,610,290**

Library Copier - '09 Kansas State Bank

1260-15410-560400	5,607	-	-	-	-
1260-15410-560600	488	-	-	-	-
Total	6,095	-	-	-	-

1260 - Library Fund Total: **6,095** **-** **-** **-** **-**

Three (3) Frontloaders - '09 Lease (Interfund Borrowing)

2480-17820-560400	150,939	153,775	-	-	-
2480-17820-560600	4,996	2,160	-	-	-
Total	155,935	155,935	-	-	-

Sideloader -'09 Lease (Interfund Borrowing)

2480-17830-560400	43,410	44,226	-	-	-
2480-17830-560600	1,437	621	-	-	-
Total	44,847	44,847	-	-	-

Rearloader - '09 Lease (Interfund Borrowing)

2480-17840-560400	47,522	48,415	-	-	-
2480-17840-560600	1,573	680	-	-	-
Total	49,095	49,095	-	-	-

2480 - Sanitation Fund Total: **249,877** **249,877** **-** **-** **-**

Grand Total: **1,440,321** **1,582,062** **1,801,434** **3,356,789** **6,610,290**

SCHEDULES

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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1000 - General						
	<u>Mayor</u>					
	Office of the Mayor	\$1,922	\$72		\$1,649	\$2,519
	<u>Council Office</u>					
	Cactus District					\$1,328
	Cholla District					\$1,328
	Council Office	\$5,563	\$4,158		\$5,347	\$3,407
	Sahuaro District					\$1,354
	<u>City Clerk</u>					
	City Clerk	\$2,171	\$430		\$2,564	\$3,499
	Elections	\$305				
	Records Management	\$945	\$50		\$2,747	
	<u>City Manager</u>					
	City Manager	\$4,465	\$337		\$2,202	\$2,820
	<u>Internal Audit</u>					
	Internal Audit	\$1,446	\$26		\$1,265	\$589
	Materials Control Warehouse	\$2,481	\$3,371	\$2,907	\$1,536	\$1,754
	Materials Management	\$1,023	\$36		\$2,120	\$961
	<u>Intergovt. Programs</u>					
	Intergovernmental Programs	\$3,030	\$72		\$1,553	\$1,654
	<u>City Court</u>					
	City Court	\$21,013	\$994	\$1,450	\$6,332	\$17,755
	<u>City Attorney</u>					
	City Attorney	\$32,485	\$1,306		\$10,251	\$8,588
	<u>Marketing and Comm.</u>					
	Audio/Visual	\$1,093	\$51	\$1,539	\$31,003	
	Cable Communications	\$3,841	\$126	\$2,931	\$41,529	
	City-Wide Special Events	\$2,699	\$97		\$1,832	\$1,166
	Marketing	\$3,876	\$428		\$4,418	\$4,757
	Tourism	\$1,310	\$892		\$1,415	\$4,558
	<u>Conv./Media/Parking</u>					
	Convention/Media/Parking	\$750			\$128,806	
	Media Center Operations	\$679	\$311			\$12,447
	<u>Comm. Action Program</u>					
	CAP Local Match	\$355			\$3,191	\$16,759
	<u>Human Resources</u>					
	Benefits	\$973	\$36		\$175	
	Compensation	\$2,394	\$86		\$216	
	Employee Relations	\$1,032	\$302			
	Employment Services	\$2,016	\$670			



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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Human Resources</u>						
	Human Resources Administration	\$2,992	\$373		\$8,170	\$6,318
	Organizational Development	\$1,438	\$54		\$216	
	Risk Management/Safety	\$621	\$275	\$1,607	\$672	
<u>Finance</u>						
	Accounting Services	\$6,646	\$379			
	Finance Administration	\$3,183	\$123		\$8,526	\$5,471
	License/Collection	\$3,837	\$159	\$992	\$7,236	\$3,508
<u>Info. Technology</u>						
	Information Technology	\$14,155	\$3,088	\$2,349	\$704,108	\$14,728
<u>Management & Budget</u>						
	Budget & Research	\$3,431	\$108		\$2,604	\$1,370
	Grants Administration	\$449	\$18		\$432	\$193
<u>Police Department</u>						
	PD - Emergency Management		\$414			
	PD - Fiscal Management	\$893,694	\$283,634	\$431,974	\$143,127	\$177,730
<u>Fire Department</u>						
	Air-Med & Logistics Ops (HALO)		\$3,609			
	Ambulance Services		\$465			
	Fire Administration	\$191,543	\$3,253			
	Fire Marshal's Office		\$2,673			
	Fire Medical Services & Health		\$256			
	Fire Operations		\$154,037			
	Fire Resource Management		\$5,367	\$53,450	\$28,333	\$93,156
<u>Parks & Recreation</u>						
	Adult Center		\$7,575		\$3,629	
	Aquatics		\$3,230		\$216	
	Foothills Recreation Center	\$6,173	\$6,127		\$9,402	\$8,492
	Glendale Community Center		\$812		\$690	
	Historic Sahuaro Ranch	\$1,497	\$792		\$240	\$9,932
	Park Irrigation	\$8,849	\$720			
	Park Rangers	\$2,546	\$1,973		\$672	
	Parks & Recreation Admin.		\$18		\$1,080	
	Parks CIP & Planning	\$1,068	\$163		\$1,082	
	Parks Maintenance	\$22,748	\$6,558		\$2,352	
	Pool Maintenance	\$1,947	\$706			
	Recreation Support Services	\$52,690	\$471	\$38,088	\$12,427	\$33,049
	Special Events and Programs		\$249		\$216	
	Sports and Health		\$1,036			
	Youth and Teen		\$3,208			\$3,856

SCHEDULES

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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Comm. Partnerships</u>						
	Community Revitalization	\$2,251	\$53	\$1,296	\$4,018	\$2,820
	Neighborhood Partnership	\$2,831	\$108	\$557	\$2,152	\$2,244
<u>Library & Arts</u>						
	Arts Maintenance - Admin.	\$83	\$246			
	Library	\$41,533	\$5,622	\$1,738	\$69,692	\$50,378
<u>Community Dev Admin</u>						
	CD Deputy City Manager	\$798	\$18		\$912	\$193
<u>Building Safety</u>						
	Building Safety	\$12,829	\$4,487	\$8,004	\$8,288	\$6,440
	Development Services Center	\$2,893	\$109		\$3,720	\$2,244
<u>Planning</u>						
	Current Planning	\$2,039	\$72		\$432	\$961
	Long-Range Planning & Research	\$924	\$36		\$707	\$193
	Planning Administration	\$1,749	\$54		\$3,831	\$1,746
<u>Field Operations</u>						
	Downtown Beaut. & Promotion	\$1,816	\$1,274	(\$630)	\$456	
	Economic Development	\$3,652	\$255		\$3,854	\$2,244
<u>Code Compliance</u>						
	Code Compliance	\$9,964	\$997	\$8,888	\$6,487	\$6,919
<u>Field Operations</u>						
	Cemetery	\$4,594	\$523	\$2,322	\$216	\$3,405
	Custodial Services	\$7,345	\$14,224	\$8,315	\$1,536	
	Downtown Parking Garage	\$226				
	Facilities Management	\$31,957	\$23,273	\$16,790	\$1,369	\$25,653
	Field Operations Admin.	\$2,246	\$36		\$2,194	\$27,739
	Graffiti Removal	\$1,711	\$1,897	\$2,270		
<u>Engineering</u>						
	Construction Inspection		\$3,833	\$10,354	\$871	
	Design Division		\$910		\$5,008	
	Engineering Administration	\$21,671	\$194		\$3,150	\$7,159
	Land Development Division		\$54		\$2,905	
	Mapping and Records		\$18		\$2,694	
	Materials Testing		\$2,214		\$1,520	\$4,190
<u>Total General</u>		<u>\$1,470,486</u>	<u>\$566,281</u>	<u>\$597,191</u>	<u>\$1,311,593</u>	<u>\$589,574</u>
1040 - General Services						
<u>Field Operations</u>						
	Equipment Management	\$38,612	\$17,680	\$19,635	\$4,518	\$8,655
	Fuel Services			\$586		



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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Field Operations</u>						
	Parts Store Operations		\$18			
<u>Total General Services</u>		<u>\$38,612</u>	<u>\$17,698</u>	<u>\$20,221</u>	<u>\$4,518</u>	<u>\$8,655</u>
1100 - Telephone Services						
<u>Info. Technology</u>						
	Telephones	\$1,270	\$18			
<u>Total Telephone Services</u>		<u>\$1,270</u>	<u>\$18</u>			
1140 - PC Replacement						
<u>Info. Technology</u>						
	Technology Replacement	\$590	\$18			\$200
<u>Total PC Replacement</u>		<u>\$590</u>	<u>\$18</u>			<u>\$200</u>
1220 - Arts Commission Fund						
<u>Library & Arts</u>						
	Arts Maintenance				\$1,605	
<u>Total Arts Commission Fund</u>					<u>\$1,605</u>	
1240 - Court Security/Bonds						
<u>City Court</u>						
	Court Time Payments				\$690	
<u>Total Court Security/Bonds</u>					<u>\$690</u>	
1281 - Stadium Event Operations						
<u>Marketing and Comm.</u>						
	Mkt'g - Stadium Events	\$14,885				
<u>Police Department</u>						
	PD - Fiesta Bowl Event	\$1,096				
	Stadium - PD Event Staffing	\$3,671	\$6,578			
<u>Fire Department</u>						
	Fire - Fiesta Bowl Event	\$437				
	Stadium - Fire Event Staffing	\$628			\$587	
<u>Transportation</u>						
	Stadium - Transportation Ops.	\$4,475				
	Transp - Fiesta Bowl Event	\$306				
<u>Total Stadium Event Operations</u>		<u>\$25,498</u>	<u>\$6,578</u>		<u>\$587</u>	

SCHEDULES

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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1282 - Arena Event Operations						
	<u>Police Department</u>					
	Arena-PD Event Staffing	\$2,866	\$18			
	<u>Fire Department</u>					
	Arena - Fire Event Staffing	\$1,399	\$18			
	<u>Right-of-Way</u>					
	Arena - ROW Maintenance	\$191				
	<u>Transportation</u>					
	Arena - Transportation Ops.	\$57				
	<u>Total Arena Event Operations</u>	<u>\$4,513</u>	<u>\$36</u>			
1340 - Highway User Gas Tax						
	<u>Right-of-Way</u>					
	Right-of-Way Maintenance	\$34,418	\$19,413	\$26,002	\$1,840	
	Street Maintenance	\$23,935	\$25,654	\$17,741	\$6,658	
	<u>Transportation</u>					
	Signs & Markings	\$14,468	\$7,339	\$21,648	\$681	
	Street Light Management	\$8,759		\$540		
	Traffic Design and Development	\$5,595	\$1,494	\$1,407		
	Traffic Signals	\$56,133	\$11,379	\$16,431	\$1,393	
	Traffic Studies	\$7,202	\$72	\$2,148	\$1,332	
	Transportation Administration	\$84,921	\$791	(\$5,744)	\$5,960	\$6,896
	<u>Total Highway User Gas Tax</u>	<u>\$235,431</u>	<u>\$66,142</u>	<u>\$80,173</u>	<u>\$17,864</u>	<u>\$6,896</u>
1660 - Transportation Sales Tax						
	<u>Transportation</u>					
	Dial-A-Ride	\$67,735	\$17,582		\$7,375	\$19,526
	Fixed Route		\$425			
	Intelligent Transportation Sys		\$792	\$19,811	\$17,872	\$4,326
	Traffic Mitigation		\$18			
	Transit Management		\$72			
	Transportation Education		\$284	\$3,970	\$3,770	
	Transportation Program Mgmt		\$90		\$68,557	
	<u>Total Transportation Sales Tax</u>	<u>\$67,735</u>	<u>\$19,263</u>	<u>\$23,781</u>	<u>\$97,574</u>	<u>\$23,852</u>
1700 - Police Special Revenue						
	<u>Police Department</u>					
	Patrol - Special Revenue Fund		\$70,910	\$107,994	\$90,651	\$37,272



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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Total Police Special Revenue</u>			<u>\$70,910</u>	<u>\$107,994</u>	<u>\$90,651</u>	<u>\$37,272</u>
1720 - Fire Special Revenue						
<u>Fire Department</u>						
	Fire - Special Revenue Fund		\$41,513	\$13,363	\$31,917	\$23,289
<u>Total Fire Special Revenue</u>			<u>\$41,513</u>	<u>\$13,363</u>	<u>\$31,917</u>	<u>\$23,289</u>
1740 - Civic Center						
<u>Civic Center</u>						
	Civic Center	\$3,826	\$1,271	\$1,351	\$5,038	\$12,415
<u>Total Civic Center</u>			<u>\$3,826</u>	<u>\$1,351</u>	<u>\$5,038</u>	<u>\$12,415</u>
1760 - Airport Special Revenue						
<u>Airport</u>						
	Airport Operations	\$54,155	\$738	\$2,073	\$1,497	\$17,239
<u>Total Airport Special Revenue</u>			<u>\$54,155</u>	<u>\$2,073</u>	<u>\$1,497</u>	<u>\$17,239</u>
1860 - RICO Funds						
<u>Police Department</u>						
	State RICO			\$147,236		
<u>Total RICO Funds</u>				<u>\$147,236</u>		
1880 - Parks & Recreation Self Sust						
<u>Parks & Recreation</u>						
	Adult Center Self Sustaining		\$384			
	Rec Self Sust-Foothills Rec		\$383		\$540	
	Sports Self Sustaining		\$304			
	SRPHA Sahuaro Ranch Hist		\$130			
	Youth and Teen Self Sustaining		\$2,443			
<u>Total Parks & Recreation Self S</u>			<u>\$3,644</u>		<u>\$540</u>	
2360 - Water and Sewer						
<u>Env. Resources</u>						
	Environmental Resources		\$90		\$3,210	\$854
	Water Quality		\$2,778	\$7,718		\$1,481
<u>Finance</u>						
	Customer Service Office		\$2,535		\$50,637	\$37,401
<u>Utilities</u>						
	Arrowhead Reclamation Plant		\$3,890	\$10,187	\$1,210	

SCHEDULES

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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<u>Utilities</u>						
	Information Management		\$786	\$7,350	\$275,997	
	Public Service Representatives		\$790	\$11,139		
	System Security		\$2,470	\$9,521	\$540	
	Utilities Administration	\$331,413	\$186	\$8,472		\$111,169
	West Area Plant		\$3,153	\$14,638	\$14,791	
<u>Total Water and Sewer</u>		<u>\$331,413</u>	<u>\$16,678</u>	<u>\$69,025</u>	<u>\$346,385</u>	<u>\$150,905</u>
2400 - Water						
<u>Env. Resources</u>						
	Water Conservation		\$2,307	\$1,639	\$3,682	\$654
<u>Building Safety</u>						
	Cross Connection Control		\$662	\$3,337	\$1,140	\$441
<u>Utilities</u>						
	Central System Control		\$2,676	\$5,593		
	Central System Maintenance		\$1,317	\$13,344		
	Cholla Treatment Plant		\$3,826	\$3,802	\$540	
	Customer Service - Field		\$13,059	\$25,950		
	Irrigation		\$260	\$2,661		
	Meter Maintenance		\$3,391	\$21,512		
	Oasis Surface WTP		\$7,998	\$14,133	\$4,320	
	Pyramid Peak Plant		\$17,983	\$10,168		
	Water Distribution		\$17,501	\$186,581		
<u>Total Water</u>			<u>\$70,980</u>	<u>\$288,720</u>	<u>\$9,682</u>	<u>\$1,095</u>
2420 - Sewer						
<u>Utilities</u>						
	Pretreatment Program		\$1,558	\$15,131		
	Storm Water			\$33,721	\$1,176	
	Wastewater Collection		\$8,654	\$167,297	\$540	
<u>Total Sewer</u>			<u>\$10,212</u>	<u>\$216,149</u>	<u>\$1,716</u>	
2440 - Landfill						
<u>Field Operations</u>						
	Landfill	\$42,964	\$10,008		\$10,430	\$5,635
	MRF Operations		\$4,536		\$3,844	\$3,569
	Recycling		\$3,821		\$3,221	\$854
	Solid Waste Admin		\$1,336		\$2,968	\$1,198
<u>Total Landfill</u>		<u>\$42,964</u>	<u>\$19,701</u>		<u>\$20,463</u>	<u>\$11,256</u>



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 Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
2480 - Sanitation						
	<u>Field Operations</u>					
	Curb Service	\$63,135	\$24,631		\$2,618	\$654
	Residential-Loose Trash Collec	\$37,798	\$16,357		\$1,838	
	Sanitation Frontload	\$34,606	\$24,245		\$6,224	\$3,695
	Sanitation Roll-off	\$7,491	\$1,793			
	<u>Total Sanitation</u>	<u>\$143,030</u>	<u>\$67,026</u>		<u>\$10,680</u>	<u>\$4,349</u>
2500 - Pub Housing Budget Activities						
	<u>Comm. Partnerships</u>					
	Community Housing	\$61,592	\$2,461	\$15,605	\$13,817	
	<u>Total Pub Housing Budget Activ</u>	<u>\$61,592</u>	<u>\$2,461</u>	<u>\$15,605</u>	<u>\$13,817</u>	
2530 - Training Facility Revenue Fund						
	<u>Police Department</u>					
	PS Training Ops - Police	\$1,577	\$651	\$34,649	\$10,961	\$19,758
	<u>Fire Department</u>					
	PS Training Ops - Fire	\$14,422	\$1,315	\$3,653	\$80,962	\$33,839
	<u>Field Operations</u>					
	PS Training Ops - Fac. Mgmt.	\$2,814	\$1,258	\$4,519		
	<u>Total Training Facility Revenue</u>	<u>\$18,813</u>	<u>\$3,224</u>	<u>\$42,821</u>	<u>\$91,923</u>	<u>\$53,597</u>
2538 - Glendale Health Center						
	<u>Fire Department</u>					
	Glendale Health Center	\$72			\$6,271	\$3,150
	<u>Total Glendale Health Center</u>	<u>\$72</u>			<u>\$6,271</u>	<u>\$3,150</u>
2540 - Risk Management Self Insurance						
	<u>Human Resources</u>					
	Risk Mgmt Trust Fund		\$68		\$2,873	\$1,087
	<u>Total Risk Management Self Ins</u>		<u>\$68</u>		<u>\$2,873</u>	<u>\$1,087</u>

**FY 2013 Total Internal
Service Premiums:**

\$2,500,000	\$984,460	\$1,625,703	\$2,067,884	\$944,831

SCHEDULES**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 Administration 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			
			<u>\$1,017,000</u>			
2360 - Water and Sewer						
Utilities Administration			\$4,394,000			\$47,382
			<u>\$4,394,000</u>			<u>\$47,382</u>
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		
			<u>\$979,000</u>	<u>\$28,000</u>		
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	
			<u>\$2,472,000</u>	<u>\$54,000</u>	<u>\$431,000</u>	
FY 2013 Total General Staff / Admin Charges:			\$8,862,000	\$82,000	\$431,000	\$47,382



Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2013 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 - 41 Vehicles	\$1,211,103
	Base		Unscheduled Repl's - Approp.	\$775,000
	Base		Utilitites - 9 Vehicles	\$515,460
	Base		Field Operations - 2 Vehicles	\$171,350
	Base		Transportation - 1 Vehicle	\$77,780
			Equipment Replacement	\$2,750,693
	VEHICLE REPLACEMENT TOTAL			\$2,750,693
1140 - PC Replacement				
	Info. Technology			
	Technology Replacement (11530)			
	Base		Mobile Data Terminals	\$495,548
	Base		Servers	\$362,766
	Base		Phone Systems	\$91,900
	Base		Multiplexer Costs	\$49,632
			Technology Replacement	\$999,846
	PC REPLACEMENT TOTAL			\$999,846
1220 - Arts Commission Fund				
	Library & Arts			
	Arts Maintenance (15310)			
	Base		Public Art	\$77,378
	ARTS COMMISSION FUND TOTAL			\$77,378
1240 - Court Security/Bonds				
	City Court			
	Fill the Gap (10530)			
	Base		Equipment	\$10,000
	COURT SECURITY/BONDS TOTAL			\$10,000

SCHEDULES
Schedule Eleven



Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2013 Budget
1720 - Fire Special Revenue				
	<u>Fire Department</u>			
	Fire - Special Revenue Fund (12610)			
		Base	Equipment (Refurbish Pumper)	\$24,512
		Carryo	Engine Refurbishments	\$24,512
			Fire - Special Revenue Fund	<u>\$49,024</u>
	FIRE SPECIAL REVENUE TOTAL			<u>\$49,024</u>
1860 - RICO Funds				
	<u>Police Department</u>			
	Federal RICO (32020)			
		Base	Equipment	\$100,000
	State RICO (32030)			
		Base	Equipment	\$232,712
		Base	Improve Other Than Bldgs	\$95,000
			State RICO	<u>\$327,712</u>
	RICO FUNDS TOTAL			<u>\$427,712</u>
2360 - Water and Sewer				
	<u>Utilities</u>			
	Water Distribution (17290)			
		Base	Valve Exerciser	\$30,000
	WATER AND SEWER TOTAL			<u>\$30,000</u>
2500 - Pub Housing Budget Activities				
	<u>Comm. Partnerships</u>			
	Community Housing (17910)			
		Base	Misc Cap Projects	\$210,000
	PUB HOUSING BUDGET ACTIVITIES TOTAL			<u>\$210,000</u>
Grand Total:				\$4,652,703



SCHEDULES
Schedule Twelve

Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
1000 - General			
	<u>Council Office</u>		
	Barrel District (10130)		
		Small Capital Projects	\$4,200
	Cactus District (10150)		
		Small Capital Projects	\$9,000
	Cholla District (10120)		
		Small Capital Projects	\$221
	Ocotillo District (10170)		
		Small Capital Projects	\$4,000
	Sahuaro District (10140)		
		Small Capital Projects	\$1,500
	Yucca District (10160)		
		Small Capital Projects	\$13,000
	<u>City Clerk</u>		
	Elections (10240)		
		County Election Services	\$110,000
	<u>Non-Departmental</u>		
	Fund 1000 Non-Dept (11801)		
		Unbudgeted Carryover Reserve	\$30,000
	GENERAL TOTAL		<u>\$171,921</u>
1310 - Neighborhood Stabilization Pgm			
	<u>Comm. Partnerships</u>		
	NSP Programs (30900)		
		Professional & Contractual	\$423,375
		Salary	\$150,000
		Allocated Retirement Expense	\$15,150
		Social Security - City Share	\$9,300
		ER-Medicare Exp	\$2,175
		NSP Programs	<u>\$600,000</u>
	NEIGHBORHOOD STABILIZATION PGM TOTAL		<u>\$600,000</u>

SCHEDULES
Schedule Twelve



Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
1311 - N'hood Stabilization Pgm III			
	<u>Comm. Partnerships</u>		
	NSP III (30910)		
		Professional & Contractual	\$300,000
		Pay Reimb-Salary	\$50,000
		NSP III	<u>\$350,000</u>
	N'HOOD STABILIZATION PGM III TOTAL		<u>\$350,000</u>
1320 - C.D.B.G.			
	<u>Comm. Partnerships</u>		
	CDBG Programs (31001)		
		Housing Projects	\$358,264
		CDBG Allocation Future Project	\$353,249
		Housing Rehab-Subrecipients	\$228,789
		Demolitions	\$109,962
		Temporary Relocation	\$85,517
		CDBG Programs	<u>\$1,135,781</u>
	C.D.B.G. TOTAL		<u>\$1,135,781</u>
1660 - Transportation Sales Tax			
	<u>Transportation</u>		
	Traffic Mitigation (16580)		
		Intersection/Ped Safety Imp	\$100,000
	TRANSPORTATION SALES TAX TOTAL		<u>\$100,000</u>
1720 - Fire Special Revenue			
	<u>Fire Department</u>		
	Fire - Special Revenue Fund (12610)		
		Engine Refurbishments	\$24,512
	FIRE SPECIAL REVENUE TOTAL		<u>\$24,512</u>



Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
1842 - ARRA Stimulus Grants			
	<u>Comm. Partnerships</u>		
	CDBG-R (37021)		
		CDBG-R Visual Improvement	\$60,000
	Equip Mgmt Facility Lighting (37071)		
		Professional and Contractual	\$15,648
	GMOC Parking Garage Lighting (37072)		
		Professional and Contractual	\$2,654
	JAG Recovery Act (37002)		
		Professional and Contractual	\$652,566
	Solar Parks Lighting (37075)		
		Professional and Contractual	\$165,079

SCHEDULES
Schedule Twelve



Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
	<u>Grants</u>		
	ARWRF Facility UV System Imp (37060)		
		Professional and Contractual	\$806,799
	Build Safe Engy Prog Enhance (37065)		
		Professional and Contractual	\$29,259
	Energy Matters Public Educat (37067)		
		Line Supplies	\$45,200
		Temporary Pay	\$14,673
		Professional And Contractual	\$12,775
		Social Security - City Share	\$910
		ER-Medicare Exp	\$213
		Energy Matters Public Educat	<u>\$73,771</u>
	Program Manager (37068)		
		Authorized Salaries	\$48,599
		Allocated Retirement Expense	\$4,908
		Social Security - City Share	\$3,013
		ER-Medicare Exp	\$705
		Program Manager	<u>\$57,225</u>
	Public Safety/Court Lighting (37062)		
		Professional and Contractual	\$9,051
	Well 43 Variable Drive Retrofi (37061)		
		Professional and Contractual	\$76,970
	ARRA STIMULUS GRANTS TOTAL		<u>\$1,949,022</u>
2530 - Training Facility Revenue Fund			
	<u>Fire Department</u>		
	PS Training Ops - Fire (12590)		
		Dept Cont. / Emergency Repairs	\$30,000
	TRAINING FACILITY REVENUE FUND TOTAL		<u>\$30,000</u>
Grand Total:			\$4,361,236





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):

Income	Households in Range	
	#	%
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:

Population 3 yrs & older	Enrolled	
	#	%
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

Education	Attained	
	#	%
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%

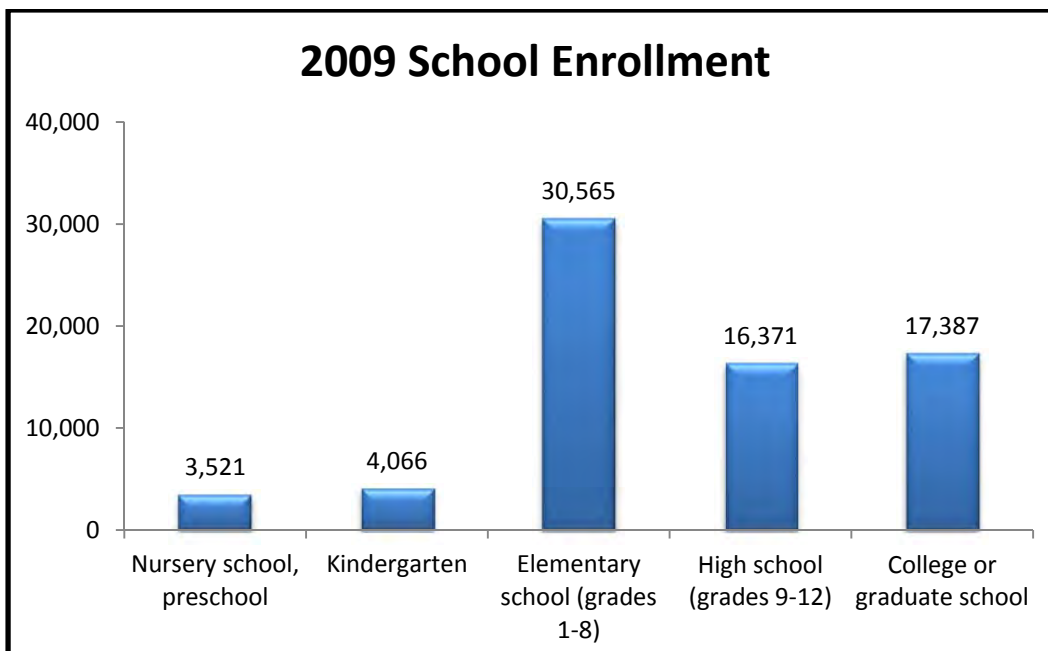
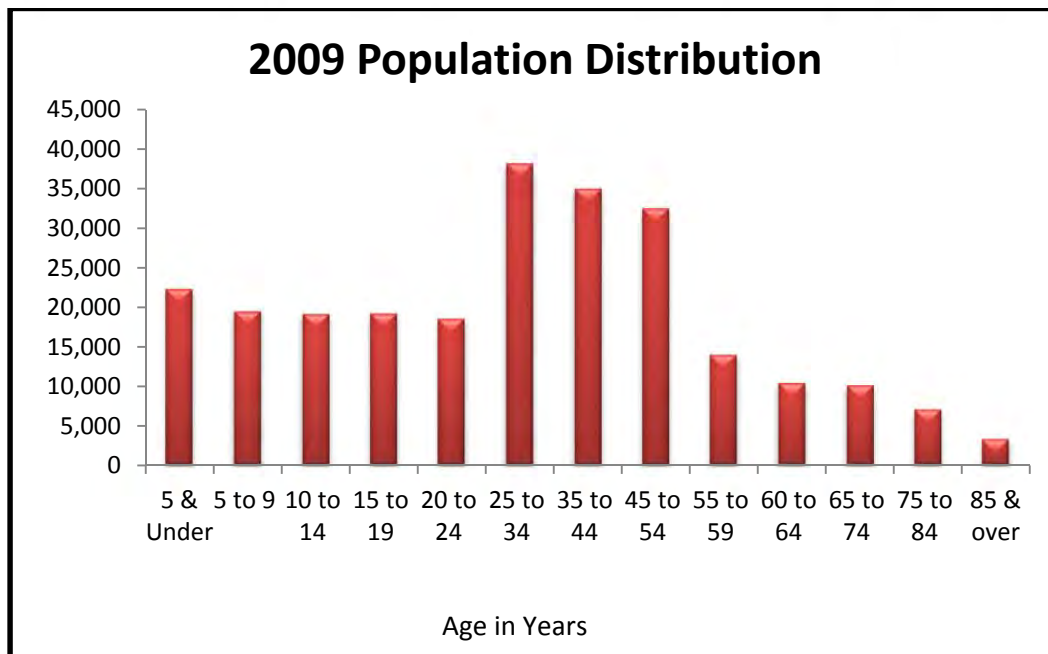
Percent of all other: 21,643 16.6%

OCCUPATION DISTRIBUTION:

Occupation	Employed	
	#	%
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%

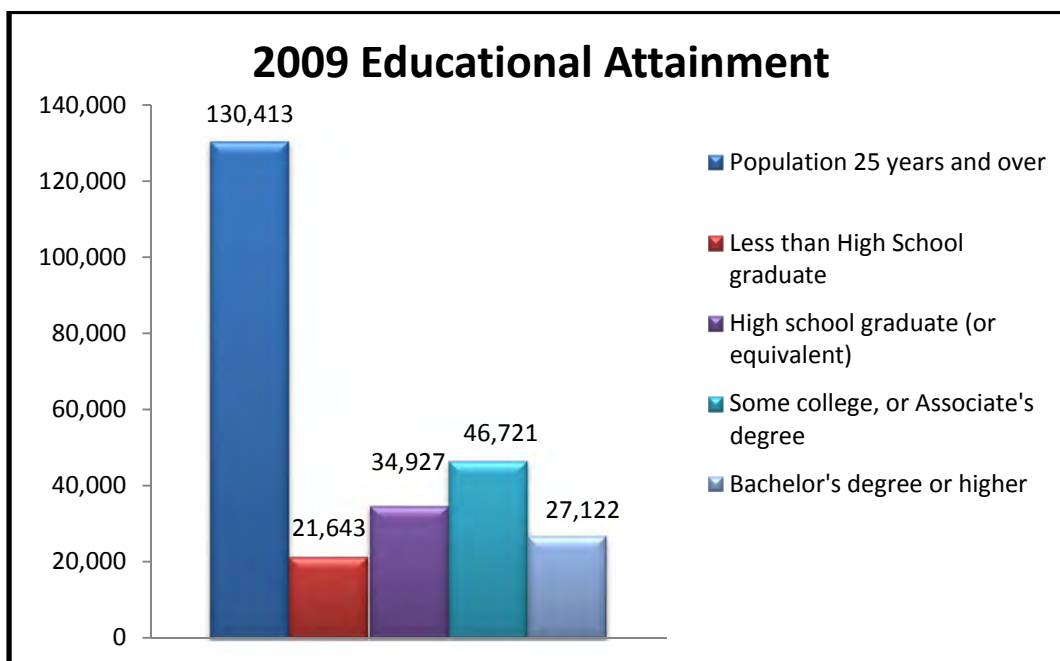
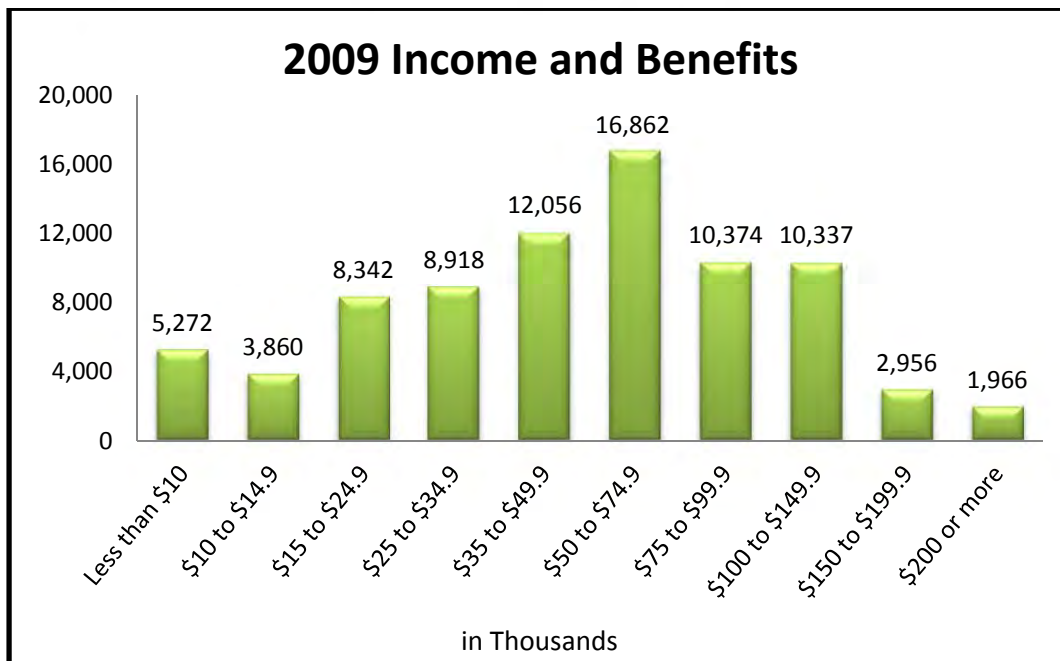
MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY

The following two pages show the information from the previous page in chart form.





MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY



APPENDIX

Miscellaneous Statistics



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:

<u>Year</u>	<u>Total</u>
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
2012 (Estimate)	228,015

* All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2012:
 Full-Time & Part-Time, Permanent **1,824.25**

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:

<u>Fiscal Year</u>	<u>Number</u>	<u>Value of Buildings</u>
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

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 2013) 277

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 2013) 577.5



APPENDIX

Miscellaneous Statistics

City Court Offenses Processed (FY 2012):

DUI	2,114
Serious Traffic	441
Other Criminal Traffic	6,348
Civil Traffic	28,498
<u>Non-Traffic Misdemeanor</u>	<u>7,789</u>
Total Citations Issued	45,190
Protective Orders	2,643

Parks and Recreation (FY 2012):

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 (FY 2012):

Miles of Streets Maintained	
Arterial	103
Secondary (1/2 Mile Streets)	64
Collector (1/4 Miles Streets)	151
Local	464
Alleys	20
<u>Unpaved</u>	<u>0.0</u>
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 2012):

Number of Customers	52,500

Landfill & MRF (FY 2012):

Number of Customer Transactions	120,409
Tonnage Processed	
Residential	135,269
Commercial	56,471
<u>Recycle</u>	<u>11,290</u>
Total	203,030

Sources: Various City of Glendale Department
Records
U.S. Census

APPENDIX

Acronyms



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
FAQ	Frequently Asked Questions
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
G	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
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
PFC	Public Facilities Corporation
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

GLENDALÉ 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.

APPENDIX

Glossary



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 MAINTENANCE (O & M) COSTS: The day-to-day operating and maintenance costs of a municipality. These costs include personnel, gas, electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance.

OPERATING BUDGET: The day-to-day costs of delivering city services.

P

PAY-AS-YOU-GO (PAYGO) CAPITAL PROJECTS: Capital projects funded by General Fund operating revenues.

PERFORMANCE MEASURES: Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

PERMANENT BASE ADJUSTMENT: An adjustment to the expenditure limitation base established by the Economics Estimate Commission (see expenditure limitation) which requires voter approval. The Glendale voters approved a permanent base adjust in the spring of 2000 which became effective with the FY 2003 budget year.

PRODUCTIVITY: A measurement of the increase/decrease of city services output compared to the per unit input cost invested.

PROGRAM: A group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility.

PROPERTY TAX: The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary tax rate.

Primary Tax: Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.

Secondary Rate: Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.



R

RESOURCES: Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

REVENUE: Financial resources received from taxes, user charges and other levels of government.

Actual vs. Budgeted: Difference between the amount projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the fiscal year.

S

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 lessor maintains and services an asset under a service lease.

SPECIAL REVENUE FUND: A fund that accounts for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

STATE-SHARED REVENUE: Includes the city's portion of state sales tax revenues, state income tax receipts and Motor Vehicle In-Lieu taxes.

SUPPLEMENTAL BUDGET

ALLOWANCE: This allowance provides additional personnel, equipment and related

expenses which enhance the service level of a program. Supplemental increases are directed at attaining council goals or meeting increased service needs.

T

TAX LEVY: The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

TAX RATE: The amount of tax levied for each \$100 of assessed valuation.

TRANSFER: Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.

U

USER CHARGES: The payment of a fee in direct receipt of a public service by the party who benefits from the service.

W

WORKLOAD INDICATORS: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

FREQUENTLY ASKED QUESTIONS

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This guide will provide assistance to those unfamiliar with Glendale's budgeting and financial planning processes.

What is a “Fiscal Year (FY)” and when does it begin and end? The City of Glendale and State of Arizona follow a Fiscal Year (FY) that starts July 1 and ends June 30. A Fiscal Year is the period designated by the city for the beginning and ending of financial transactions or a budget cycle. The “2013 Annual Budget” or “Fiscal Year 2012-13 (FY 2013)” refers to the period that begins July 1, 2012 and concludes on June 30, 2013.

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 2013 budget will be formally adopted by the City Council at a public meeting in June 2012, 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.

APPENDIX

Frequently Asked Questions



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 \$1.9005 in property tax per \$100 of assessed valuation (\$0.2252 primary rate and \$1.6753 secondary rate).

How much does the city receive from my property tax bill and how is it used? Primary Property tax revenue represents 2% of the city's General Fund revenue, which is estimated at \$2.6 million in this year's budget. Secondary Property Tax, used to pay off General Obligation bonds, will generate approximately \$19.3 million in FY 2013. 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 2013 primary property tax rate of \$0.2252 per \$100 of assessed valuation is used for General Fund operations.

Secondary Tax: Arizona does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt. Glendale's FY 2013 secondary tax rate of \$1.6753 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 32% 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 city offices, departments, or agencies. The City Council approves all transfers that result in a modification of a budget item.

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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