

## BUDGET BOOK NAVIGATION TIPS

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

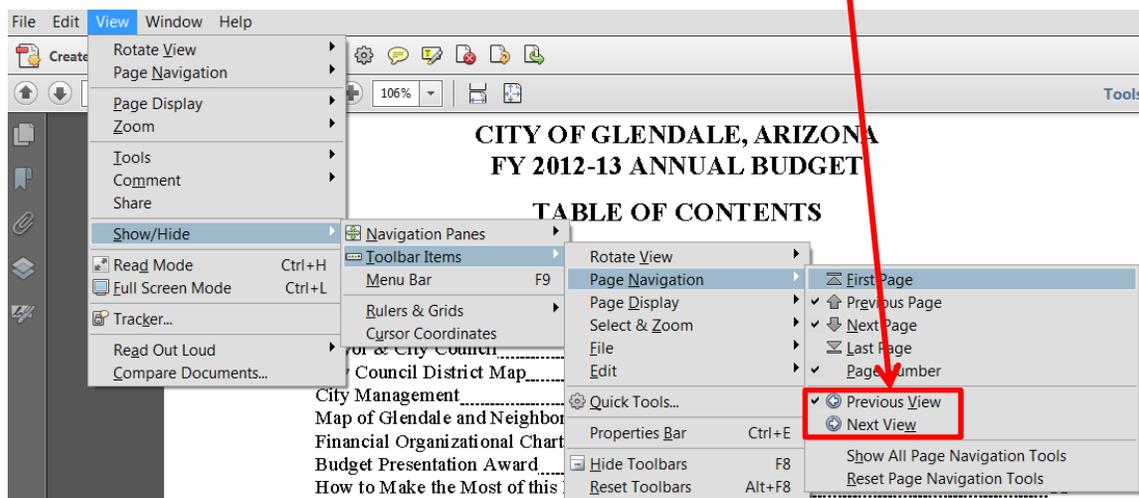
1. The **FY 2014 Annual Budget Book Table of Contents** (Page i) as well as two separate table of contents for the **Operating Budget** (Page 123) and the **Capital Budget** (Page 245) contain links to all sections of the book. To go directly to the section you would like to see, simply click on the 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 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, 2013-2014



**CITY OF GLENDALE, ARIZONA**  
**FY 2013-14 ANNUAL BUDGET**

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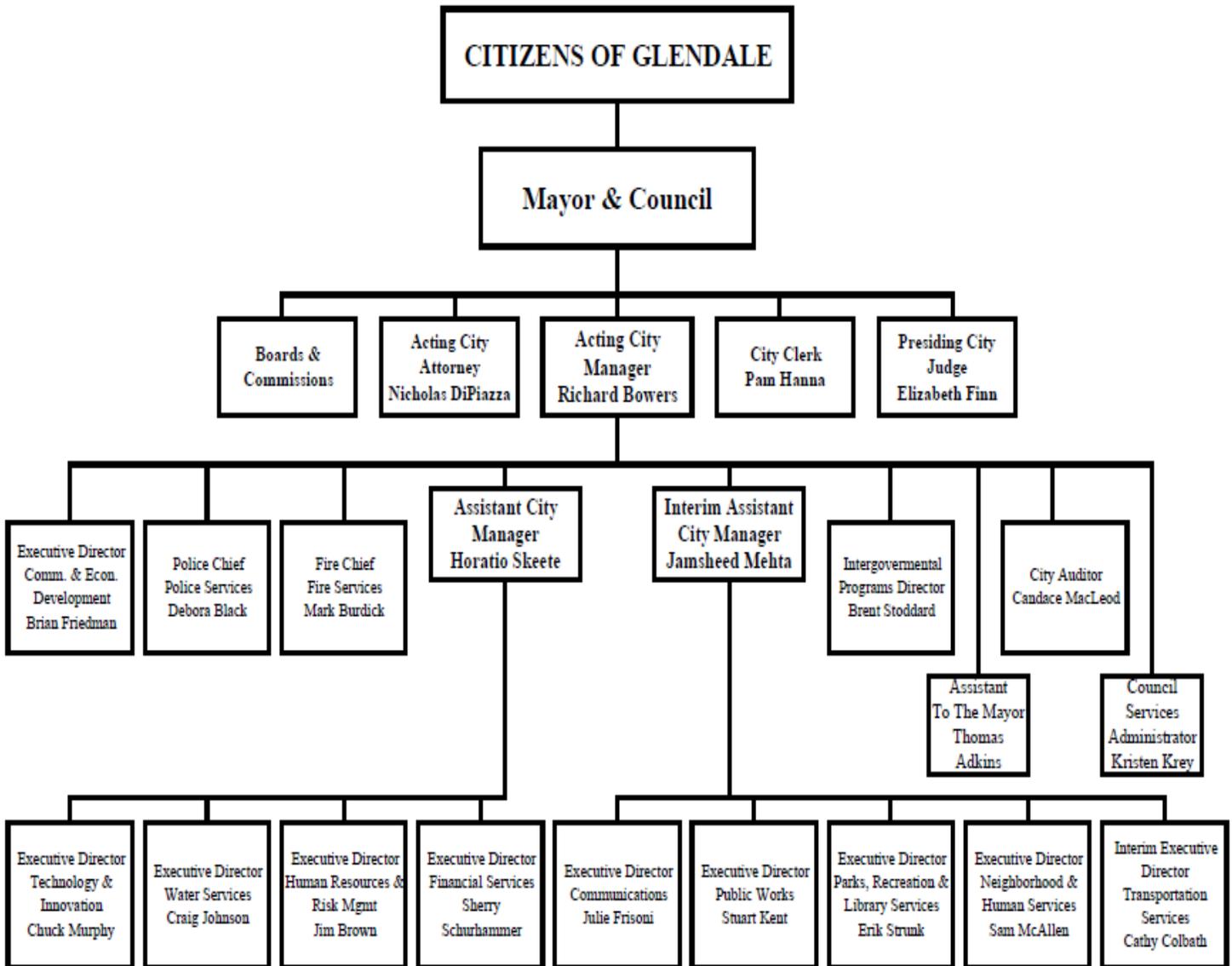
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**CITY ORGANIZATIONAL CHART**  
(Effective July 1, 2013)



## **MAYOR & CITY COUNCIL**



**Mayor**  
**Jerry P. Weiers**



**Vice Mayor**  
**Yvonne J. Knaack**  
**Barrel District**



**Councilmember**  
**Ian Hugh**  
**Cactus District**



**Councilmember**  
**Manuel D. Martinez**  
**Cholla District**



**Councilmember**  
**Norma S. Alvarez**  
**Ocotillo District**



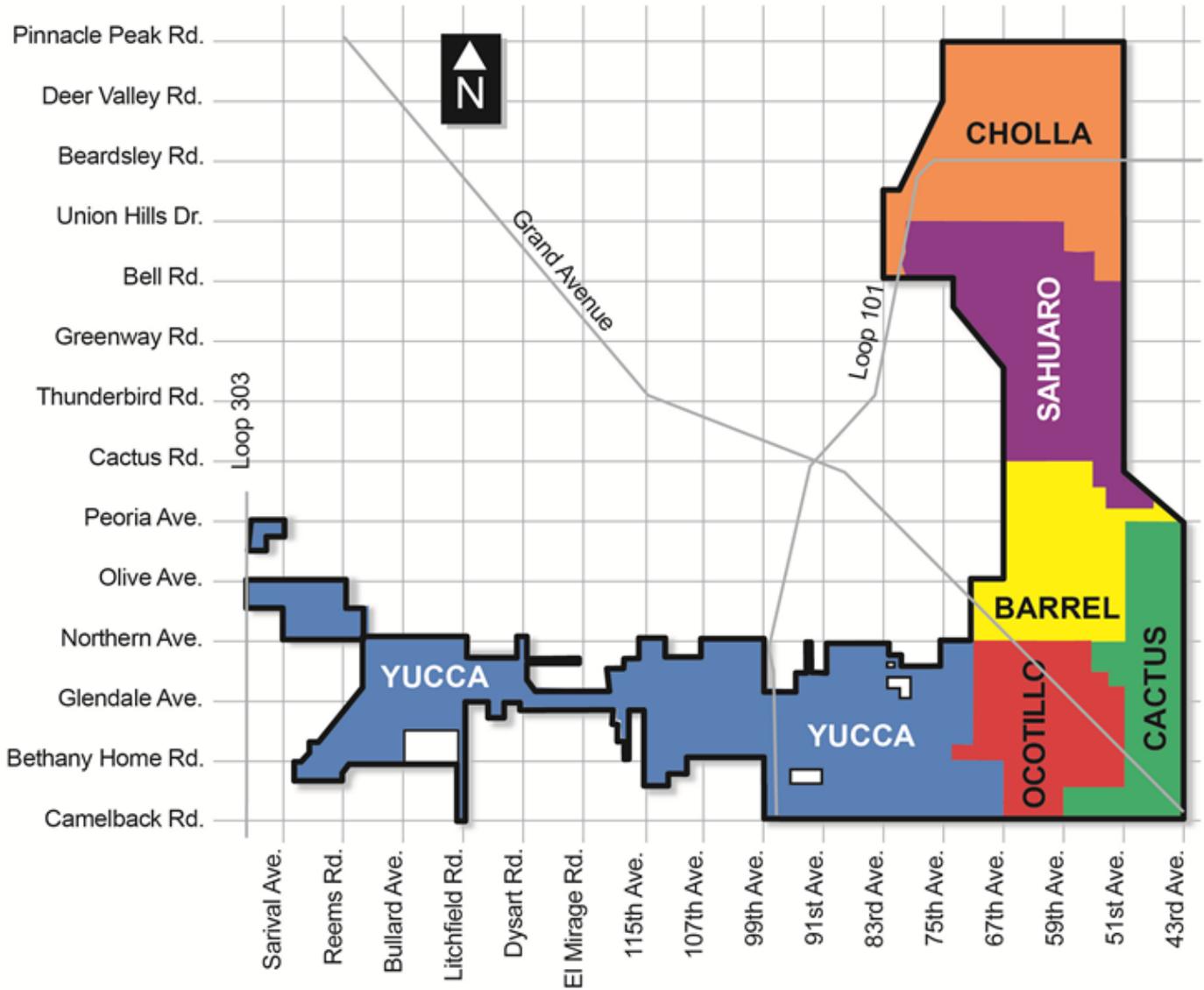
**Councilmember**  
**Gary D. Sherwood**  
**Sahuaro District**



**Councilmember**  
**Samuel U. Chavira**  
**Yucca District**



### GLENDALE COUNCIL DISTRICT BOUNDARIES





## **CITY MANAGEMENT**

### **Mayor**

**JERRY P. WEIERS**

### **Councilmembers**

Yvonne J. Knaack  
Vice Mayor  
*Barrel District*

Norma Alvarez  
*Ocotillo District*

Samuel U. Chavira  
*Yucca District*

Ian Hugh  
*Cactus District*

Manuel D. Martinez  
*Cholla District*

Gary D. Sherwood  
*Sahuaro District*

### **Management Staff**

Richard Bowers  
*Acting City Manager*

Horatio Skeete  
*Assistant City Manager*

Jamsheed Mehta  
*Interim Assistant City  
Manager*

### **Department Heads and Directors**

Nicholas DiPiazza  
*Acting City Attorney*

Pamela Hanna  
*City Clerk*

### **Department Heads and Directors, cont.**

Judge Elizabeth Finn  
*Presiding City Judge*

Debora Black  
*Police Services*

Jim Brown  
*Human Resources & Risk  
Management*

Mark Burdick  
*Fire Services*

Cathy Colbath, *Interim*  
*Transportation Services*

Brian Friedman  
*Community & Economic  
Development*

Julie Frisoni  
*Communications*

Craig Johnson  
*Water Services*

Stuart Kent  
*Public Works*

Candace MacLeod  
*Internal Audit Department*

Sam McAllen  
*Neighborhood & Human  
Services*

Chuck Murphy  
*Technology & Innovation*

### **Department Heads and Directors, cont.**

Sherry Schurhammer  
*Financial Services*

Brent Stoddard  
*Intergovernmental Programs*

Erik Strunk  
*Parks, Recreation & Library  
Services*

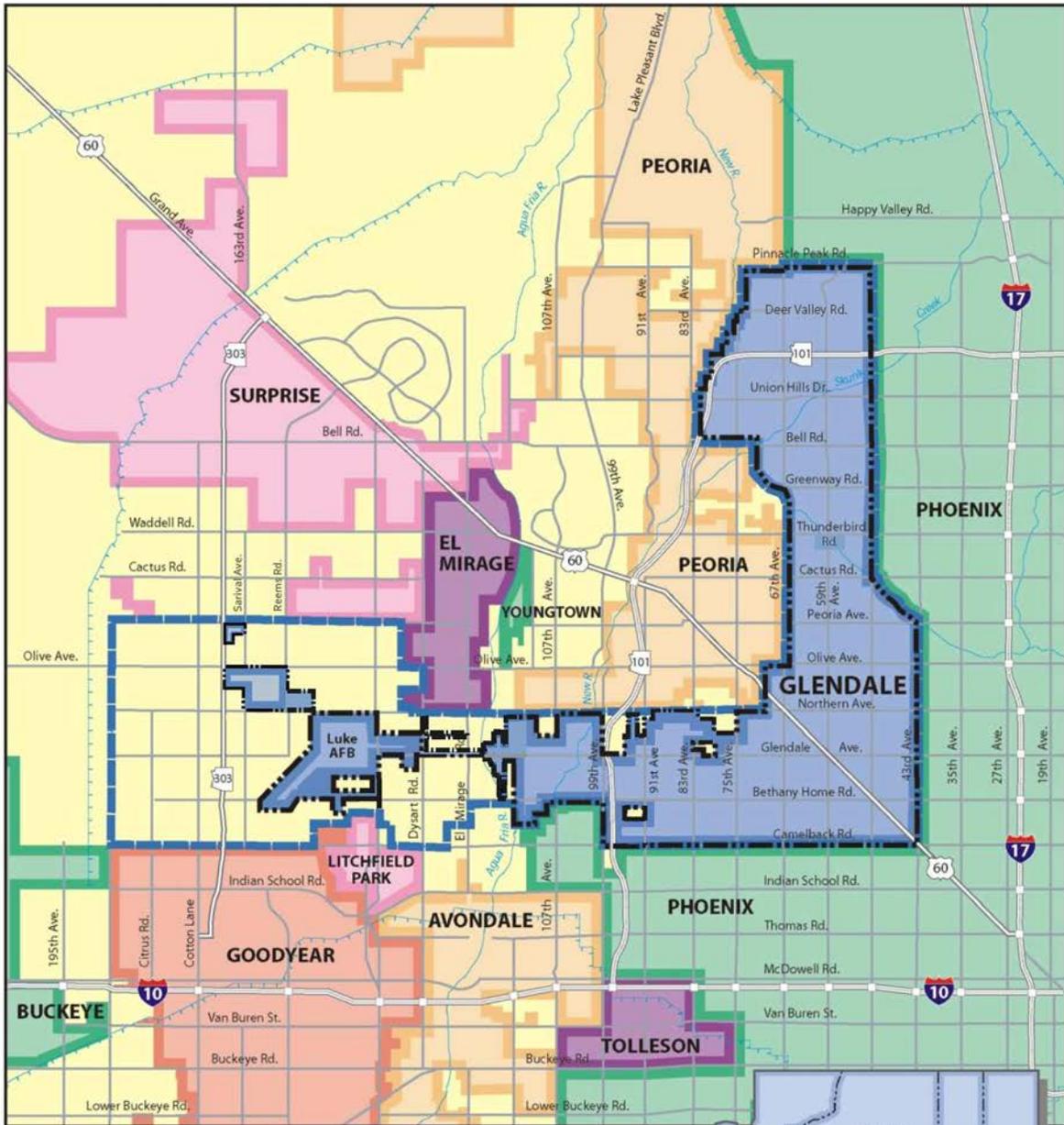
### **City Council Administrators**

Thomas Adkins  
*Assistant to the Mayor*

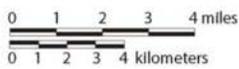
Kristen Krey  
*Council Service Administrator*



# MAP OF GLENDALE AND NEIGHBORING COMMUNITIES

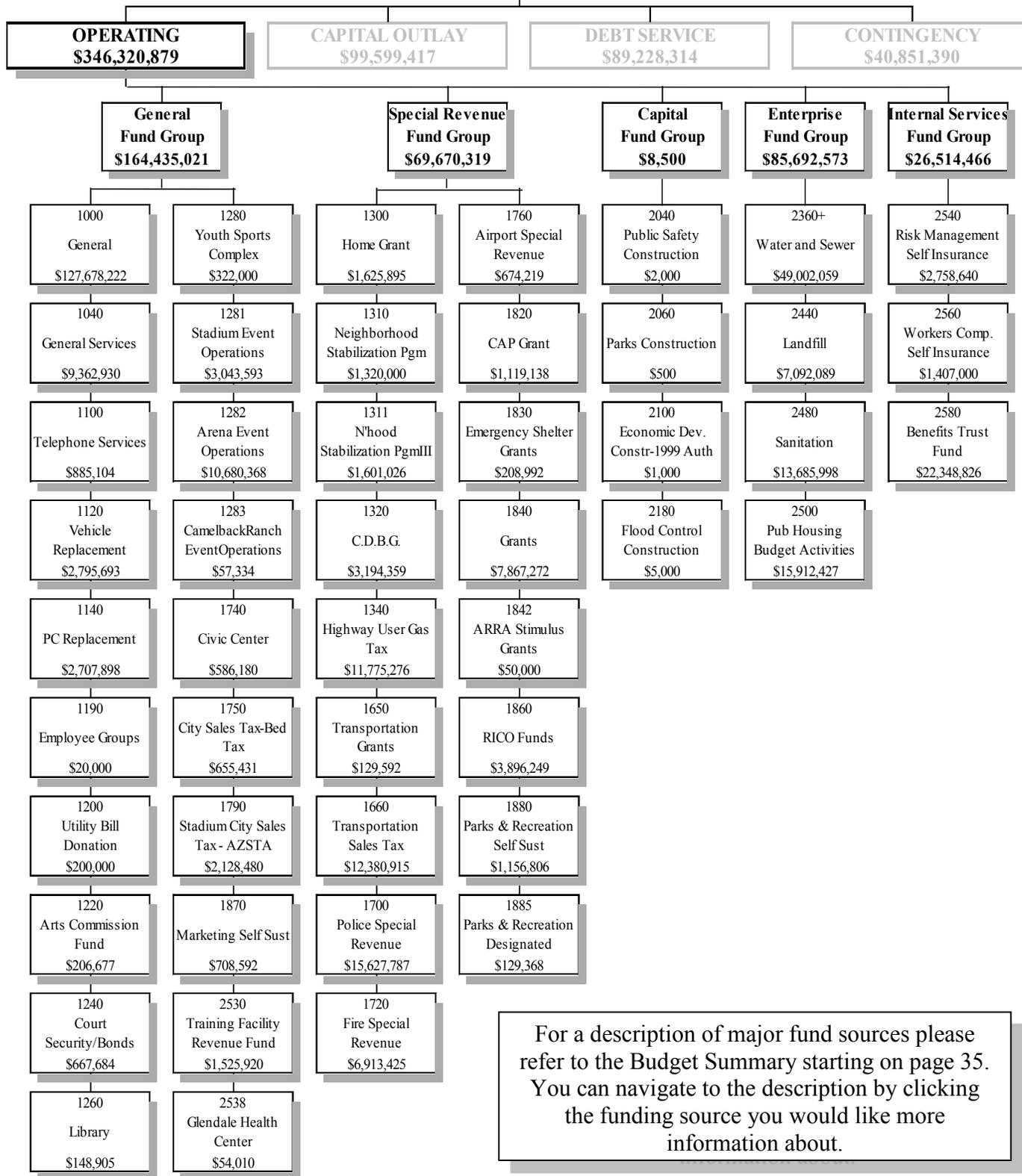


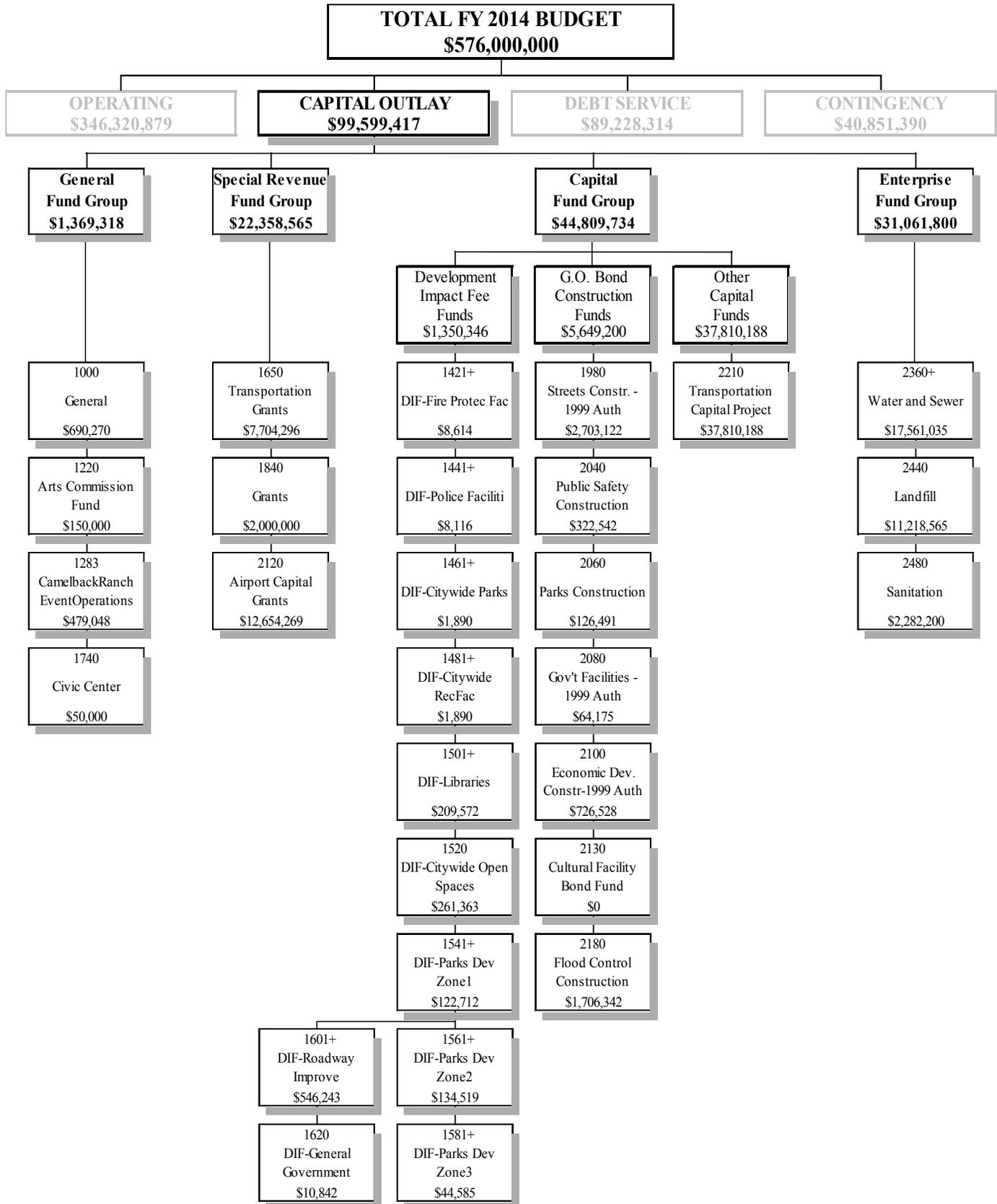
- City of Glendale
- Glendale 2025 Municipal Planning Area
- City of Glendale Municipal Boundary

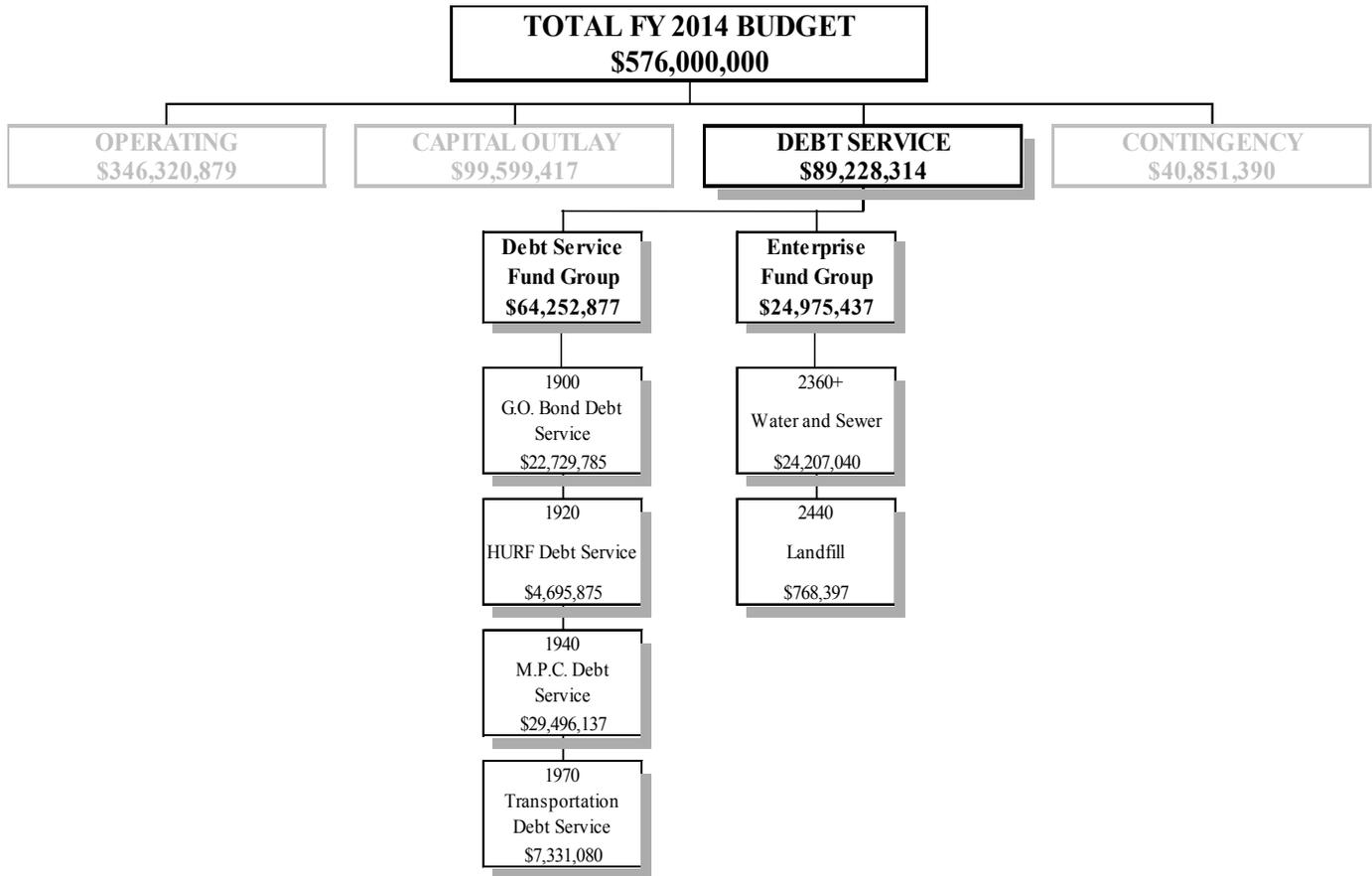


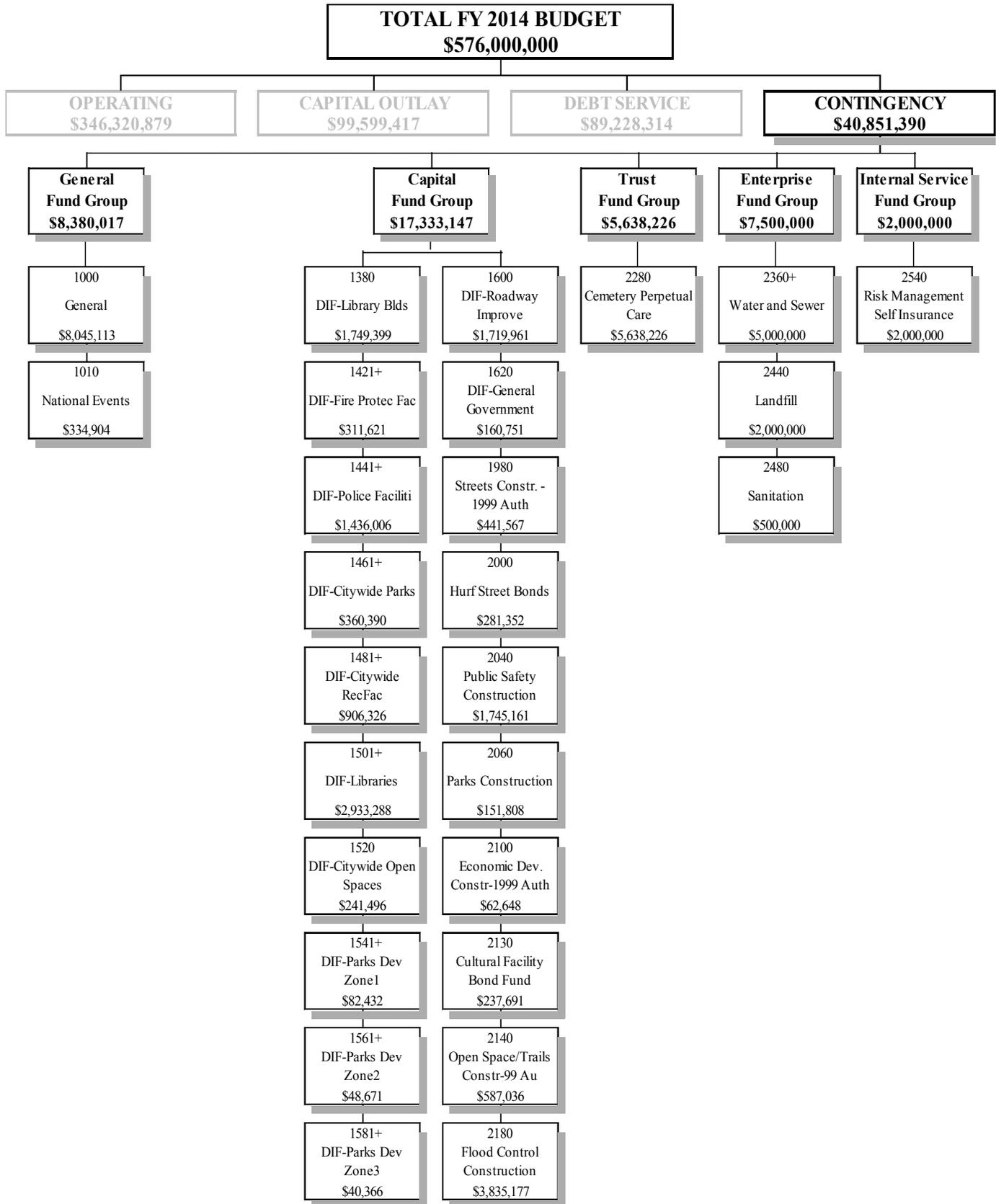


**TOTAL FY 2014 BUDGET**  
**\$576,000,000**











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, 2012.

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. At least two of three independent GFOA reviewers must rate the document “proficient” or “outstanding” on all four program criteria and all mandatory criteria in order for the document to receive the award.

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 department. 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 and a glossary of terms will help the reader understand the acronyms used throughout the budget book.

### **Budget Message**

The city manager's budget message articulates the balancing strategy used to develop the FY 2014 budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the FY 2013 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 budget components, process and amendment policy. It also covers the financial and operational summaries for all major funds and provides 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 for major funds,
- The Financial Plan discusses short- and long-term strategies that comprise the city's approach to financial planning, and
- The Financial Policies that form the framework and guidelines for overall fiscal planning and management.

## **Operating Budget**

This section provides a closer look at the various functions of each department. Each department has provided a description of its core job functions, goals and objectives for the upcoming year, as well as recent accomplishments and performance measures for the last two fiscal years 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 2014-2023 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.

## **Debt Service Budget**

This section is new for FY 2014. The debt service information has historically been included within the preceding CIP section in past budget books. The new format will allow the reader the opportunity to focus on either capital projects, or the financing rules, regulations, policies and procedures governing how CIP projects are financed (debt service). It starts with an explanation of the various funding mechanisms available for financing projects (e.g. general obligation bonds, revenue bonds, development impact fees, etc.) and includes explanations of voter authorization, capacity limits, assessed valuation, property tax rates, debt coverage ratios, etc.

## **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. This section also includes the official budget forms of the State of Arizona’s Auditor General Office.

## **Appendix**

This section includes some key city statistics regarding population, occupational distribution, household income, school enrollment and much, much more. Information on the number of parks, libraries, fire and police stations, as well as a “frequently asked questions” section, which helps address many of the most important aspects regarding the budget, is also included.



## FY 2014 BUDGET CALENDAR

### July 2012 – February 2013

Budget staff analyzed revenue and expenditure data to determine budget and economic outlook for FY 2014. Discussions with the City Manager's Office and other executive management staff occurred during this time regarding numerous balancing options for the FY 2014 revenue, operating and debt service budgets.

Preparation of FY 2014 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 City Manager's Office.

### September 2012 – February 2013

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 2014-2023 CIP document for City Council review.

### October 2012

9 1<sup>st</sup> FY 2013 budget amendment ordinance to City Council.

### November 2012

FY 2014 operating budget kickoff meetings with the executive leadership team comprised of the assistant city manager, executive directors, police and fire chiefs, and City Council appointees.

20 FY 2014 operating budget kickoff meeting with department directors and staff to commence budget input. Input continued through December 23, 2010.

### December 2012

11 2<sup>nd</sup> FY 2013 budget amendment ordinance to City Council.

18 Workshop presentation to Council regarding the implementation of proposed General Fund budget reductions identified that were to be implemented during the last six months of FY 2013, with the full year ongoing impact of those reductions realized for FY 2014 (\$6 million, including 62.4 full-time equivalents excluding Police and Fire).

23 Last day for FY 2014 operating budget input by departments.

### January 2013

8 3<sup>rd</sup> FY 2013 budget amendment ordinance to City Council to approve budget reductions previously discussed at workshop on December 18.

### **February 2013**

- 5 State Legislative Agenda and Legislative Update presented to Council by the Intergovernmental Programs Department. The 51st Legislature's First Regular Session began on Monday, January 14, 2013.
- 21 City Council retreat.

### **March 2013**

- 19 FY 2013 mid-year financial report update and FY 2014 revenue projection.
- 27 9:00 AM – 5:00 PM, 1<sup>st</sup> operating budget workshop. The draft FY 2014 operating budget will be presented over the first two budget workshops. An overview of the draft FY 2014 budget for the General Fund was presented as part of this report because it is the city's largest operating fund. This report also provides Council an opportunity to review the proposed cost of all city services provided by city departments based on the draft FY 2014 budget.
- 28 9:00 AM – 5:00 PM, 2<sup>nd</sup> operating budget workshop.

### **April 2013**

- 16 9:00 AM – 5:00 PM, 3<sup>rd</sup> operating budget workshop. Policy options were presented and direction from City Council was requested regarding the draft FY 2014 operating budget and FY 2014–2023 capital improvement plan (CIP).
- 23 4<sup>th</sup> FY 2013 budget amendment ordinance to City Council.
- 26 9:00 AM – 5:00 PM, 4<sup>th</sup> operating budget workshop. City Council follow-up was requested on two issues from the April 16 budget workshop, the proposed FY 2014 health insurance premiums for employees and retirees and public safety's [Fire and Police Departments] General Fund supplemental requests.

The FY 2014 tentative budget schedules were prepared. This included preparation of City Council financial policies, Schedule One (fund balance analysis) and the State of Arizona's Auditor General Budget Schedules including summary of estimated revenues and expenditures, tax levy/tax rate information, revenues other than property taxes, other financing sources and inter-fund transfers, expenditures by fund, expenditures by department, full-time employees and personnel compensation.

### **May 2013**

- 16 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.

The FY 2014 tentative budget schedules were delivered to City Council in advance of the May 28 council meeting.



- 28 City Council adopted a resolution approving the FY 2014 tentative budget, directing publication of the tentative budget, giving notice of the June 11 date for the public hearing on the FY 2014 tentative budget and a separate public hearing on the FY 2014 property tax levy and giving notice of the June 25 date for the adoption of the FY 2014 property tax levy.

**June 2013**

- 11 5<sup>th</sup> FY 2013 budget amendment ordinance to City Council.
- 14 City Council conducted a public hearing on the FY 2014 property tax levy. City Council conducted a separate public hearing on the FY 2014 budget and convened a special meeting to adopt a resolution approving the FY 2014 budget.
- 28 City Council adopted an ordinance approving the FY 2014 property tax levy.
- 28 6<sup>th</sup> FY 2013 budget amendment ordinance to City Council.

The FY 2014 budget executive summary and 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.

**July 2013**

- 1 Start of FY 2014.

## FY 2014 BUDGET PROCESS

### OVERVIEW:

The FY 2014 operating and capital budgets are based on council's key priorities and the supporting strategic goals that Council reaffirmed at a February 2013 retreat:

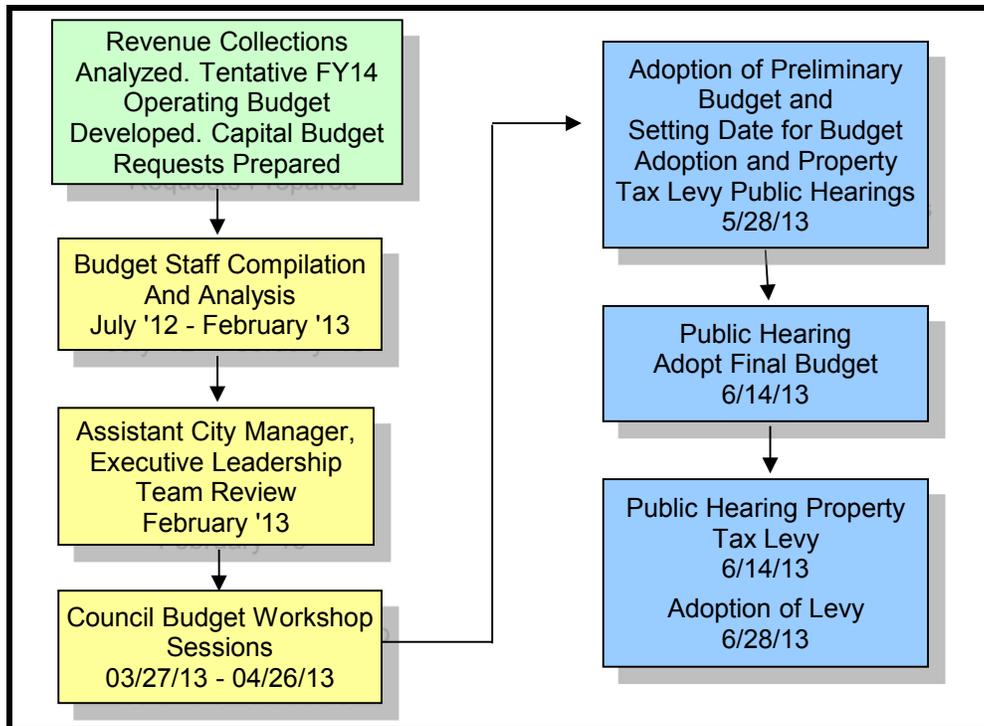
- **Transparency internally and externally** to assure the community that the decisions made for the wellbeing of Glendale are discussed openly with input invited.
- **Arena management, debt service, hockey agreement and enhanced revenues** will play a large role in policy formation and financial strategy. The above noted transparency will be vital to gaining community support for decisions necessary to optimize the arena value to the Glendale community.
- **Cooperation among staff and Council** as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.
- **Fiscal sustainability** as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.
- **Centerline and community events** as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.
- **Service levels** as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.
- **Creative, innovative and benchmarked ideas** as well as collaborative and creative interaction with other governmental and business entities to leverage greater efficiency in service to community and to form mutually productive interactions.

Two principal issues for the FY 2014 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 2014 operating budget and the FY 2014-2023 capital improvement plan were evaluated. A final balancing plan was established in February 2013 and resulted in the recommended budget presented to City Council at a series of budget workshops held from March to April 2013.

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 2014 budget, the Council adopted it and thereby set the expenditure limitation for FY 2014. A separate public hearing on the FY 2014 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 2014 budget development process.



**VARIATIONS IN BUDGETING METHODS:**

The budgets of general government type funds, such as the General Fund, Public Safety Special Revenue Fund, Streets Fund and Transportation Fund are prepared on a modified accrual basis. This means that unpaid financial obligations, such as outstanding purchase orders, are immediately reflected as encumbrances when the cost is estimated, although the items may not have been received yet. However, in most cases revenue is recognized only after it is measurable and actually available. Beginning with FY 1996, sales tax revenues were recorded in the period in which they were due to the city. This changed in FY 2008 and sales tax revenue is now recorded to the month it is collected.

Enterprise funds (Water/Sewer, Landfill, Sanitation and Community Housing Services) are prepared using the full accrual method. Enterprise funds also recognize expenditures as encumbered when a commitment is made (e.g., through a purchase order). Revenues, on the other hand, are recognized when they are obligated to the city (for example, water user fees are recognized as revenue when service is provided).

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

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of Generally Accepted Accounting Principles (GAAP). Since FY 2002, the CAFR has been prepared in compliance with Governmental Accounting Standards Board (GASB) Statement No. 34 requirements. The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes. In most cases, this conforms to the way the city prepares its budget with the following exceptions:

- a. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees on a GAAP basis as opposed to being expensed 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 expensed when paid on a budget basis.
- c. Capital outlays within the enterprise funds are recorded as assets on a GAAP basis and expended on a budget basis.
- d. Inventory is expensed at the time it is used.
- e. Depreciation expense is not budgeted as an expense.

### **ACCOUNTING CHANGES:**

Two Public Facilities Corporation (PFC) related funds were eliminated during FY 2013 as a result of the conversion of PFC debt service into an Municipal Property Corporation (MPC) debt service instrument. **PFC Special Revenue** (Fund 1782) was budgeted in FY 2013 within the general fund group titled. This fund was 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. A transfer out of this fund each year to cover the required debt service payment paid from the **PFC Debt Service** (Fund 1930) was required.

The **PFC 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 PFC was a non-profit corporation organized under the laws of the State of Arizona. City Council retained oversight and approved all debt upon recommendation from the PFC Board of Directors, which consisted of four City employees and one private citizen. Although the PFC was a legally separate entity from the City, the PFC was reported as if it was part of the primary government because its sole purpose was to finance and construct public facilities for the City.

The two funds mentioned previously, Fund 1782 and Fund 1930, will appear in the published fund balance schedule (Schedule One) without any budgeted activity for FY 2014 only, and then

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be removed in the FY 2015 budget book. This one fiscal year delay in removing the fund promotes transparency by allowing users of the budget book to see that the funds were not inadvertently left out of our budget schedules when comparing FY 2014 to FY 2013.

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 transportation sales tax revenues (\$1 million). The remaining \$3,695,875 needed for the \$4,695,875 debt service payment will be paid for using HURF revenues.

Three new general group funds were created in FY 2014 titled **Utility Bill Donation** (Fund 1200), **Community Services Group** (Fund 1210) and **Bed Tax** (Fund 1750). Each is described in brief below.

The **Utility Bill Donation Fund** is used to track activities related to the “From the Heart” program which is made up of a unique partnership of Glendale residents, the city of Glendale, the Gila River Indian Community and local community agencies. Donations from utilities customers and matching contributions from other agencies are used to help low income Glendale residents pay for their utility bills in times of need.

The **Community Services Group Fund** was created to track activity related to a start-up program titled “Gifting for Glendale.” The Parks, Recreation and Library Services Department is spearheading an effort to create a 501c3 organization for fundraising to support community-based recreation and library programs. At the time this budget book was being developed, the Accounting Division was contemplating reversing field and eliminating this fund altogether and instead tracking its activity through the existing grant fund. Therefore, this fund may be short lived.

Lastly, in 2011, the Glendale City Council approved an increase to the city’s tax rate on transient lodging, commonly referred to as the “bed tax,” from 3.4% to 5%. As part of this action, all the proceeds from the increased tax rate are dedicated to tourism promotion initiatives that foster economic growth by developing the tourism industry in Glendale. The **Bed Tax Fund** was created to track revenue and expenditure activities related to the new bed tax.

## GLOSSARY OF TERMS

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.

**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, supplies and replacement of equipment to maintain service levels for each program as authorized by the City Council.

**BUDGET ADOPTION:** A formal action taken by the City Council which sets the expenditure spending limits for the fiscal year.

**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 generated from providing a specific service such as water/sewer or landfill operations.

### C

**CAPITAL BUDGET:** The appropriation of bond funds or operating revenues used to fund improvements to city facilities including buildings, streets, water/sewer lines and parks.

**CAPITAL IMPROVEMENT PROJECT:** Non-routine capital expenditures that generally cost more than \$50,000 resulting in the construction, renovation or acquisition of land, infrastructure, buildings and/or the purchase of equipment, 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 the future growth needs of the city.

**CARRYOVER**: Projected year-end savings that can be carried forward to cover any one-time expenses such as supplies, equipment, or special contracts when approved by Council.

## 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 employee working 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.

## 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 costs of a municipality including personnel, gas, electric and utility bills, telephone expenses, 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 fund balances, estimated revenues and fund transfers.

**REVENUE**: Financial resources received from taxes, user charges and other levels of government.

**Actual vs. Budget**: 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 through 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. This action requires Council approval.

**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 separate 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 and must be approved by Council.

## 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 inter-fund transfer could include the transfer of operating resources from the General Fund to the Civic Center or Housing 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 some departments or divisions to help assess its level of service being provided.



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# Budget Message

Annual Budget, 2013-2014



**To the Citizens of Glendale and the Mayor and Council:**

The Glendale community is a source of much pride and dignity. Glendale continues to achieve successes that sustain this city as an ideal place to live, work and play despite the challenges of the past year coupled with the slow economic recovery and the resulting budget reductions. Many good things have happened for the community – the opening of the Tanger Outlet Mall, the continued expansion of Midwestern University and the commitment to Glendale of new businesses like Terminix International, Arrowhead Cadillac and Performance Steel – are just a few examples, and we need to recognize and celebrate those successes.

Financial stability is essential to the future of Glendale. The new City Council, seated in January 2013, adopted a set of financial policies as part of the FY 2014 budget adoption. They provide a vital framework for future governance and decision-making especially in regard to those issues that substantively impact the city's budget. With their adoption, Council committed itself to consistently follow them, a change from past practices.

Council's financial policies are the bedrock for moving forward through recovery from the current fiscal challenges and position the city for ongoing financial stability. These policies are the roadmap for the city's recovery to a more sustainable financial future because they provide broad policy guidance related to operating management, reserve management, capital management, debt management and budget amendments. Some key tenets of these Council-adopted financial policies are summarized below.

- **Debt Burden.** A fundamental measure of the city's ability to sustain critical services is the burden of non-voter approved debt service supported by the GF operating budget. The adopted policies state that non-voter approved debt such as Municipal Property Corporation (MPC) bonds, lease obligations and inter-fund loans will not exceed 10% of the 5-year average of General Fund (GF) ongoing operating revenue. This policy helps to control long-term, ongoing costs such as MPC debt service and ensure expenditure flexibility for the remainder of the city's operating budget. The city's current non-voter approved debt burden exceeds 10%.
- **Indirect Cost Allocation.** Another financial policy that will be addressed is indirect cost allocation. The current allocation method has disproportionately and negatively impacted the allocation revenue to the GF. The allocation method will be assessed and modified, if needed during FY 2014 to address the current level of services provided to the enterprise funds in relation to the level of support provided to the GF.
- **Property Tax Rate [Primary and Secondary].** In the past, the city has been focused solely on the property tax rate, almost to the exclusion of the revenue resources needed to

cover allowable costs. The adopted financial policies now state that property tax will be levied to cover anticipated general obligation debt service and the cost of new capital projects as approved by City Council [secondary property tax rate] plus revenues required for the GF equal to the maximum allowable primary levy [primary property tax rate]. This approach is reflected in the adopted primary and secondary property tax rates for FY 2014.

At the same time we move forward on a path of improved financial stability as the foundation for the future, Council also recently established new strategic goals for the organization as explained below.

- **Transparency** internally and externally to assure the community that decisions are made for the well-being of Glendale. This includes engaging the public to help keep them informed and confident that the City Council and staff are doing the very best with limited resources.
- **The City-owned Jobing.com Arena** plays a large role in policy formation and financial strategy for the city regarding facility management and debt service, a professional hockey team as the facility's anchor tenant, and enhanced revenue streams from the facility. Transparency in addressing arena-related issues is vital to gaining community support for decisions necessary to optimize the value of the arena to the Glendale community.
- **Fiscal sustainability** for the long-term is another strategic goal. The focus is on a balanced budget based on the Council-adopted financial policies as well as consistent and long-term adherence to the financial policies.
- **Cooperation** among staff and Council is another goal. Collaborative and creative interaction with governmental and business entities is essential to leverage efficiency in service to the community.
- **Centerline and community events** are part of the essential character and ambience of Glendale. The council is committed to forming the policies necessary to encourage downtown investment and visitor expansion.
- **Service level** reductions over the past few years require engaging the public to keep our residents and businesses informed and confident that the Council and staff are doing the very best with limited resources.
- **Creative, innovative and benchmarked** ideas must be explored to expand the Glendale economic and image footprint. New ideas and entrepreneurial thinking can make a significant impact on Glendale's future and should be encouraged and supported.

These financial and strategic guidelines are the basis for the community's continued success as a wonderful place to live, conduct business and enjoy the many public amenities available to the

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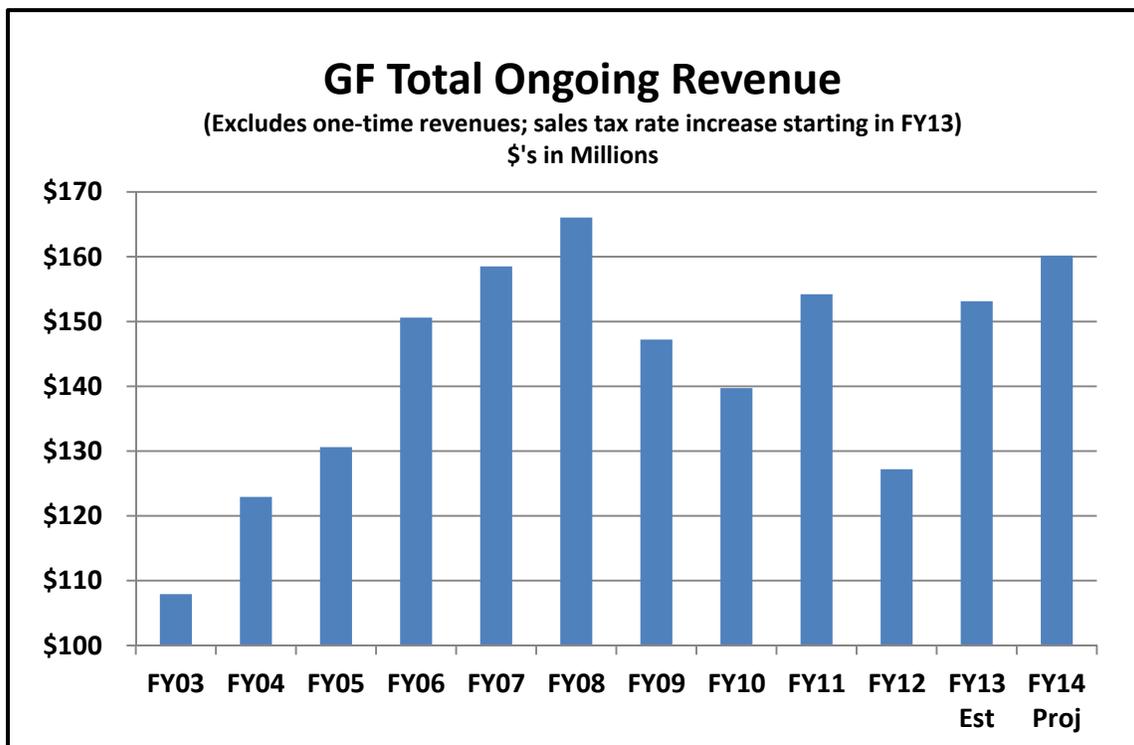
residents and visitors of this great city. Vision, innovation, partnerships, and dedicated employees are essential elements of the city's efforts to ensure a prosperous future for the community. This outcome will be accomplished through quality economic development that sustains the provision of city services, the continuation of strategic investments that build upon those made over the last decade, as well as a refreshed commitment to financial stability as the Council strives to do what is best for the community.

The information that follows in this message highlights the principal issues the Council faced in developing the FY 2014 budget and the decisions made to address those issues, as well as an explanation of the priorities for the budget year and whether they differed from those of the prior fiscal year. It is full of data and numbers so we can continue to meet the budget reporting standards of the Government Finance Officers Association as the budget book competes for recognition for the 26<sup>th</sup> consecutive time as a distinguished budget presentation.

**Discussion – Principal Issues**

The same two issues that had to be addressed for the FY 2010, 2011, 2012 and 2013 budgets – the economy and the City-owned Jobing.com Arena and Coyotes hockey team remained for the FY 2014 budget, as explained below. The budget actions taken to address these three issues are addressed after the 'principle issues' discussion below.

**Economic Conditions.** One principal issue for the FY 2014 budget continues to be the economy and its impact on the operating and capital budget. The recession from which the economy continues to gradually recover affected Arizona in profound ways. The state was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs, decline in the numbers of individuals moving to the state and a noticeable fall-off in the state's important tourism industry.

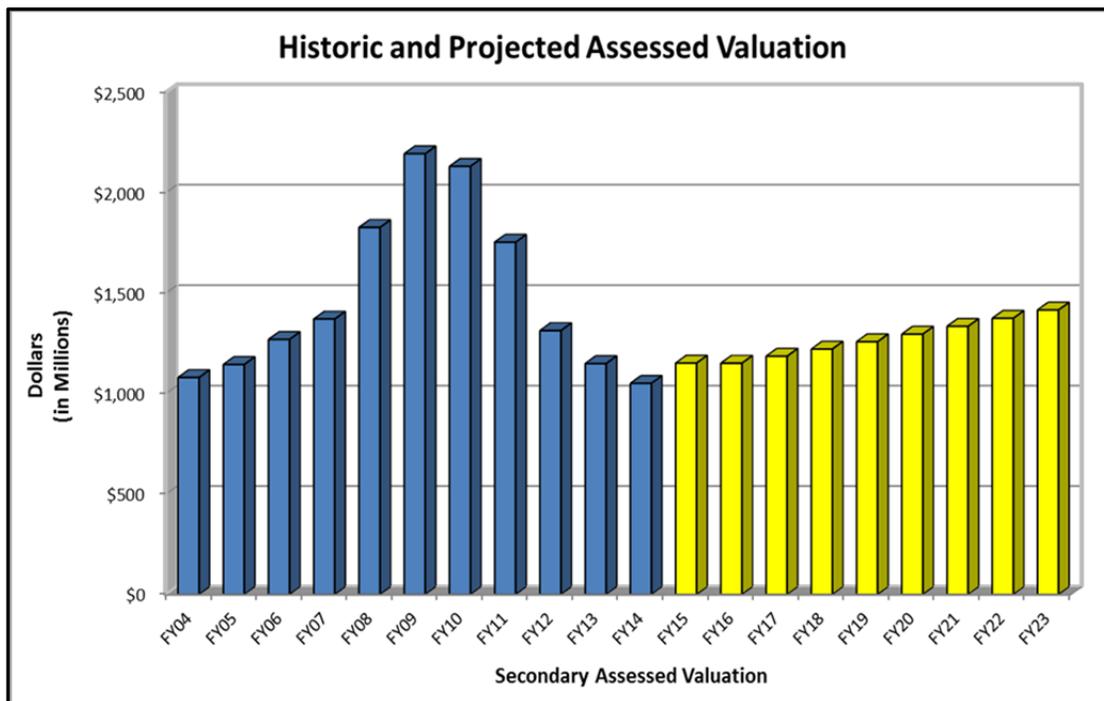




The clearest evidence of the recession's impact is in the city's GF ongoing revenue. It peaked at \$166.1 million in FY 2008 and it bottomed out in FY 2012 at \$127.2 million – an amount that was less than the GF ongoing revenue received eight years earlier in FY 2004. The change from FY 2008 to FY 2012 was a drop of \$38.9 million or 23% in the city's GF ongoing revenue. This steep revenue decline led, in part, to the temporary city sales tax rate increase of 7/10<sup>th</sup> of one cent beginning August 2012 and ending August 2017.

On the capital side, one widespread and long-lasting impact of the last 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 chart below displays a long-term historical look at Glendale's total secondary assessed valuation and includes all types of properties. The chart shows Glendale reached a high of \$2.2B in FY 2009 (reflecting market year 2006). FY 2014 reflects market year 2011 and is expected to be the last year with a recession-related decline in secondary assessed value, an 8.6% drop from FY 2013. 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 \$1.05 billion in FY 2014.



The chart shows an increase in secondary assessed valuation for the first time in six years in FY 2015. The anticipated 9.6% increase is based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2013. A slight decline in assessed valuation is expected in FY 2016 when the county will assess valuations based only on limited property values. A modest increase of 3% annually is projected for FY 2017 and beyond. The modest 3% 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 for the FY 2014 budget continued to be the city-owned Jobing.com Arena and the Coyotes National Hockey League team. It is instructive to briefly review the history of this issue given the impact on the city's budget of the city's approach to retaining a professional hockey team as an anchor tenant in the arena.

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 quality 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 four years, the city has been working with potential buyers of the Coyotes to structure an arrangement that would retain the team in Glendale.

At that time, 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.

Council established these criteria because the arena's debt service and operating costs are offset, in part, with the sales tax and other revenue earned by having the Coyotes as the arena's anchor tenant. Further, Council determined that it was in the best interest of the city to retain the team as an anchor tenant at the arena because losing the team to another city would cause significant damage to the Glendale community. The current Council reaffirmed this determination with its decision on July 2, 2013, to conclude contract negotiations with a new owner, IceArizona, as discussed below.

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 because a deal with a possible buyer, Matthew Hulsizer, was imminent. Consequently 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. 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 additional debt service for the new parking bonds. 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 the city was unable to structure a saleable, marketable bond deal.

The FY 2013 budget incorporated a \$17 million arena management fee and \$1 million for capital-related renewal and replacement expenses for the arena based on the assumption that the team would continue to play for the 2012-13 hockey season. At the time the FY 2013 budget was adopted in June 2012, Council entered into an agreement with Arizona Hockey Partners led by Greg Jamison, former owner of the San Jose Sharks NHL team. Mr. Jamison was required to purchase the team from the National Hockey League by the deadline of January 31, 2013, to use and manage the city-owned Jobing.com Arena for 20 years. Ultimately, Mr. Jamison was not able to complete the purchase of the Phoenix Coyotes by the deadline.

The Jamison deal fell apart at the same time the city was developing its FY 2014 budget. Shortly thereafter, Council voted to enter into an agreement with Beacon Sports Capital Partners, LLC to assist the city in soliciting and evaluating bid proposals and negotiating a new Arena Management Agreement with the finalist of the solicitation process. A Request for Proposal to operate and manage Jobing.com Arena was released on April 16, 2013 with a proposal deadline of May 31, 2013.

Given the absence of another potential buyer of the team, the FY 2014 budget assumed "no hockey." Therefore the FY 2014 adopted budget included a \$6 million arena management fee for an event venue management firm and the estimates of revenue generated on site were significantly reduced to account for the assumption of no anchor tenant for the facility.

In June 2013, after Council started the multi-step FY 2014 budget adoption process, IceArizona proposed to purchase the Coyotes hockey team and manage Jobing.com arena. On Tuesday, July 2, 2013, the Glendale City Council voted to approve an arena management agreement that keeps the NHL Coyotes playing at the city-owned Jobing.com Arena in Glendale. The agreement allows for IceArizona Acquisition, a company owned by Renaissance Sports & Entertainment Group (RSE), to use and manage the arena as the new owner of the Coyotes team.

The city agreed to pay IceArizona, the National Hockey League team's potential new owners, \$15 million a year for 15 years to manage Jobing.com Arena. In turn, Glendale will receive an estimated \$6.7 million in revenue from the team, including \$500,000 in rent, \$3.2 million in ticket surcharges, and \$2.2 million in parking fee, with the balance coming from a share of facility naming rights. An additional provisional ticket surcharge of \$1.50/ticket would be dedicated if total revenues do not add up to \$6.7 million. Overall, the new agreement is expected to result in a net additional expense of \$2.3 million for the FY 2014 budget.



## **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 consistent budget strategy to address these principal issues, one that is characterized as a strategic, business-based and phased approach. The city has gradually shed programs and services that are duplicated in the community through other organizations or businesses. At the same time, the city has narrowed its services to those that sustain core health and safety-related city services, as well as the allied services required to support them, based on the input of Council and the public. The city also has streamlined the delivery of the remaining services through implementation of new technology to reduce manual operations and aggressive revamping of other processes to maximize the use of available technology.

The city's largest operating fund, the GF, enters FY 2014 with a fifth consecutive year of operating budget deficits. The two principal balancing actions for the past four 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. For FY 2014, the same mix of balancing measures – streamlining service delivery and using GF fund balance to offset GF operating deficits – will continue to be used.

The FY 2014 budget total across all funds is \$576 million with

- 60.1% or \$346.3M for day-to-day operations like police and fire services, sanitation and recycle collections, and water treatment and sanitary sewer collection and treatment;
- 17.3% or \$99.6M for capital improvements such as the replacement or improvement of equipment at existing water and water reclamation treatment facilities as well as the continuation of the city's pavement management program.
- 15.5% or \$89.2M for debt service on city-owned facilities such as Jobing.com Arena, Camelback Ranch [baseball spring training facility], Glendale Media Center and the Glendale Regional Public Safety Training Facility, as well as the past construction of roads, flood control structures, new parks and recreation facilities, and water/sewer treatment facilities;
- and 7.1% or \$40.9M for contingency appropriation that is made up of fund reserves. Contingency appropriation is established each fiscal year to cover emergency expenses, revenue shortages or capital project acceleration as approved by Council.

Highlights of the FY 2014 budget include no rate increases for residential water/sewer, sanitation collection and landfill disposal services. The FY 2014 budget also includes funding for the continuation of the following popular city services:

- 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.

Service delivery across all funds was further streamlined with the elimination of vacant positions. The overall staffing level decreased by 111.75 FTEs or 6.1% from FY 2013 to FY 2014. Over 75% of the position decreases were realized in the GF with 85.75 of the positions eliminated. The remaining position reductions primarily came from enterprise and designated sales tax funds.

Citywide staffing levels have dropped from 2,182.51 FTEs in FY 2009 to 1,712.50 in FY 2014, a reduction of 470.01 FTEs or 21.5%. Over 80% of the staff reductions since FY 2009 were in the GF: from 1,403.76 FTEs to 1,010.75 FTEs, a reduction of 393.01 FTEs or 28%.

The GF operating budget that Council adopted reflects ongoing expenses exceeding ongoing revenues by \$3.4 million, resulting in a GF reserve drawdown. With the addition of the IceArizona net additional expenses of \$2.3 million, the GF reserve is projected to decline by a total of \$5.7 million. This means a revised five-year forecast would show FY 2014 with an estimated beginning fund balance of \$11.5 million and an estimated ending fund balance of \$5.8 million.

This GF reserve drawdown is expected even with the adoption of GF revenue enhancements to the city's indirect cost allocation and the city's primary property tax rate as explained below:

- Cost allocation paid to the GF by the enterprise funds and transportation sales tax fund for services provided by GF departments will be \$300,000 more than that paid in FY 2013. Council agreed that the current allocation method has disproportionately and negatively impacted the allocation revenue to the GF thus explaining the higher amount for FY 2014. The indirect cost allocation model will be evaluated during FY 2015 with the help of the city's new external auditors.
- The establishment of the primary property tax levy at the maximum allowable amount. This action increases FY 2014 GF revenue by \$2.8 million. This required adjustment of the city's primary rate from the FY 2013 rate of \$0.2252 to \$0.4974 for FY 2014.

On the expenditure side, the FY 2014 GF budget incorporates the following:

- \$2.9M in additional funding for increases in:
  - The additional pay-related expenses associated with implementation of the terms of the contract with represented employees; and
  - The employer's retirement contribution rates for the various state retirement plans based on the most recent actuarial reports [the employee contribution rates also are increasing]. The other funds affected by the retirement contribution rate increases and the additional pay-related expenses for represented employees were adjusted accordingly for the FY 2014 budget.



- \$1.5M in additional funding for medical insurance premiums paid by the employer. Employee and retiree medical insurance premiums also will increase.
  - The city's health insurance is not sustainable for the long-term because the city, as the employer, bears a disproportionate share of the overall cost. The employer's contributions for FY 2014 are \$16.7 million with the GF covering 61% (\$10.2 million) of that amount [both amounts include the additional \$1.5 million identified for this bullet point]. The city's health insurance plan will be competitively bid during FY 2014 to seek more sustainable options and lower costs.
- \$523,000 in additional funding for the Risk Management and Worker's Compensation to fund them at the recommended levels for FY 2014 based on more current information. All other funds that pay into these funds also will increase their contribution amount proportionately to bring the total additional funding to \$882,000 across all funds.
- \$850,000 in additional funding to address the increased costs associated with the city's electric bills, water bills and the parking agreements related to the arena and stadium.

**Capital Program.** On the capital budget side, the city's general obligation bond program, which is supported by the city's secondary property tax, continues to reflect no future bond sales for new capital projects. This situation is a continuation of the past few years when this portion of the bond program was significantly reduced to the spending only of remaining monies from prior FY bond sales as a result of the impact of plummeting property values on secondary property tax revenues.

The FY 2014 budget provides a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase. The FY 2014 secondary property tax rate increase is step two of a two-step rate increase that started with a \$0.3054 rate increase for the FY 2013 budget. The higher secondary rates are expected to be in effect for at least five years 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.

This rate change means the city's secondary rate will increase from \$1.6753 per \$100 of assessed valuation to \$1.7915. The city's primary property tax rate also will increase from \$0.2252 per \$100 of assessed valuation to \$0.4974. The city's total property tax rate will change from \$1.9005 to \$2.2889. These increases occur after Council decreased the city's property tax rate by \$38.5 cents between FY 1995 and FY 2012.

### **Conclusion**

Glendale is more than just a group of people who happen to live in the same city. We are a strong, proud and thriving community that shares its challenges and successes. We've shown how resilient we are with the challenging economy and we will continue responding positively with whatever challenges tomorrow may bring. The strategic goals upon which our budget is established have enabled us to continue providing those core services that our citizens greatly

**BUDGET MESSAGE**  
**City Manager's Budget Message**

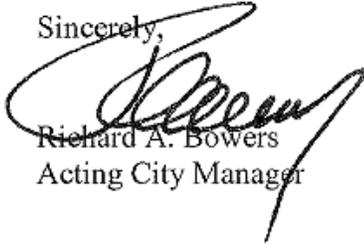
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deserve. We are a safe community with strong neighborhoods and quality city services. Moving forward together, our community will continue to be the place that you are proud to call home.

I continue to be confident that the Mayor and Council's vision will ensure an outstanding quality of life for the Glendale community and build upon Glendale's position as a great community for our residents and visitors.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard A. Bowers".

Richard A. Bowers  
Acting City Manager



## Budget Summaries

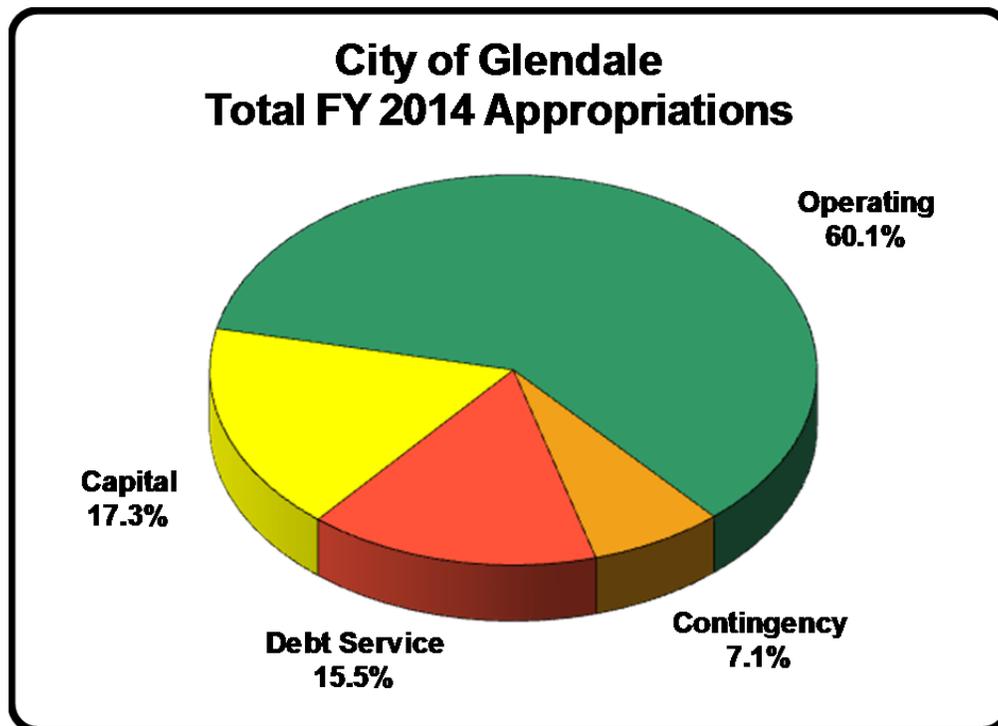
Annual Budget, 2013-2014

## 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 \$346.3 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 \$99.6 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to \$89.2 million. The final component of the budget is the *contingency appropriation* at \$40.9 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 \$576 million for Fiscal Year (FY) 2014. This amount is almost identical to the FY 2013 total budget of \$579 million.

As you can see from the pie chart 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*.

## **Operating Budget**

The development of Glendale's FY 2014 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, City Council and city staff obtained input from the community through neighborhood meetings, citizen boards and commissions, surveys and other contacts with individuals and groups. In addition, citizen feedback about the proposed FY 2014 operating budget was sought at two public meetings (April 1, 2013 & April 4, 2013) conducted in two different parts of the city.

During the fall of 2013, 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 February 2013, the new City Council [reflective of changes in 3 councilmembers plus the mayor as a result of the November 2012 election] conducted a goal review and strategic planning retreat to goals for FY 2014. These new goals are identified in the *City Manager's Budget Message* in this document.

In November 2012, the Financial Services Department kicked off the budget process for FY 2014. 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 previous annual budgets remain for the FY 2014 budget. One principal issue for the FY 2014 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 2014 continues to be the city-owned Jobing.com Arena and the Coyotes National Hockey League team.

Despite improvements in revenues, FY 2014 represents the fifth 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 3.8%; state shared revenues will see an overall increase of 4.5%, led by state income tax revenue that is projected to increase 9.2% year over year.

Consequently, as part of the FY 2014 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 \$3.5 million of their General Fund operating budgets. Each executive director 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 2014 budget and the budget

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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 five public, televised workshop sessions held between March 19 and April 26 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 2014 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 11, 2013. 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 2014 through FY 2023 and includes \$882 million in projects. The first year of the plan is the only year appropriated by Council. For FY 2014, \$99.6 million in capital investments is planned and a summary by type of project is provided in Table 1 below. 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.

**Table 1: Capital Improvements**  
(All Dollars in Millions)

<b>Fund Name (Fund Number)</b>	<b>FY 2014</b>
Transportation Capital Project (2210)	\$37.8
Water and Sewer (2360)	\$17.6
Airport Capital Grants (2120)	\$12.7
Landfill (2440)	\$11.2
Transportation Grants (1650)	\$7.7
Streets Constr. - 1999 Auth (1980)	\$2.7
Sanitation (2480)	\$2.3
Grants (1840)	\$2.0
Flood Control Construction (2180)	\$1.7
General (1000/1283/1740)	\$1.2
Economic Dev. Constr-1999 Auth (2100)	\$0.7
DIF-Roadway Improve pre SB1525 (1600)	\$0.5
Public Safety Construction (2040)	\$0.3
DIF-Citywide Open Spaces (1520)	\$0.3
All Other Projects	\$0.9
Total CIP	\$99.6

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.

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 \$576 million for FY 2014. However, with City Council's formal approval, the city can adjust the total appropriations within the funds provided that the budget does not exceed final appropriation for the FY. 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. City Council could also choose to amend the budget to a figure lower than the final appropriation for the FY.

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 and are approved by City Council.

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 some of the more significant funds 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 2014 budget includes the second year of a 7/10ths of one cent sales tax increase that is expected to generate an additional \$24 million for FY 2014. With the increase that became effective August 1, 2012, the base sales tax rate [General Fund portion] was



increased from 1.20% to 1.90%. The additional revenue is used to cover both operating and debt service expenses funded by the General Fund and is expected to 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. The 7/10ths of one cent sales tax is scheduled to sunset August 1, 2017 in FY 2018.

**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 2014. Glendale will host the 2015 Super Bowl at the University of Phoenix Stadium located in the city's sports and entertainment district anchored by the city-owned Jobing.com Arena and the Westgate development.

**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 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 occurs with the Telephone Fund for which a fund balance has accrued in anticipation of future upgrades and the potential for unforeseen capital repairs.

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

To help address soft economic conditions, the General Fund contributions to both funds have once again been reduced to the 40% funding level for FY 2014 and represents the sixth (since FY 2009) consecutive year of reduced General Fund contributions. 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 2014.

**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.

**Utility Bill Donation (Fund 1200):** This fund tracks activity related to the city’s “From the Heart” program. From the Heart is a unique partnership of Glendale residents, the city of Glendale, the Gila River Indian Community and local community agencies. Since “From the Heart” began in 1997, more than \$2.25 million has been raised and distributed to non-profit agencies serving Glendale residents. Every From the Heart dollar stays in our community to support social service agencies that serve Glendale residents.

Revenues into the fund include Glendale utility customers that can add \$1 or more to their monthly utility bill payments, or they can donate more by sending a check to the city made out to From the Heart. Grant applications are solicited each spring and a committee of residents determines grant awards that generally range from \$2,500 to \$20,000. The grants are awarded to non-profit 501(c)(3) organizations and social service agencies that serve Glendale residents. From The Heart funds are collected in the year prior to the one in which they are distributed.

**Community Services Group (Fund 1210):** This fund was created to track activity related to a start-up program titled “Gifting for Glendale.” The Parks, Recreation and Library Services Department is spearheading an effort to create a 501c3 organization for fundraising to support community-based recreation and library programs. While the 501c3 organization is being created through the Internal Revenue Service, the Parks, Recreation & Library Services Department has already started its fundraising efforts and donations are being recorded in this fund. Once the “Gifting for Glendale” organization has been officially created, the funds will be transferred to the 501c3 organization for distribution. The FY 2014 budget includes less than \$1,000 of fund balance in this fund.

**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 2014 revenue is projected to be only \$88,387 due to a continued, planned slowdown in construction activity as depicted in the capital improvement plan. However, a projected beginning fund balance of \$1.2 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. However, library fines and fees revenue is included in the General Fund. The FY 2014 projected beginning balance of \$61,905 and projected revenues of \$183,088 will be offset by budgeted expenditures for book purchases and some temporary/hourly labor costs totaling \$148,905. Therefore, the ending fund balance is projected to increase to \$96,088.

**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 event 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. This fund typically does not carry a fund balance from year to year.

**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.

The Arena Event Operations Fund also tracks the operating expenditures associated with arena management and arena renewal and replacement to ensure the arena stays modernized. For FY 2014, this fund includes a \$6 million arena management fee and \$500,000 for capital-related renewal and replacement expenses at the arena.

Revenue reimbursement for city services paid by the operations management companies for all venues is recorded in the respective fund. City of Phoenix sales tax revenues generated from Camelback Ranch spring training baseball facility events are recorded in the Camelback Ranch Event Operations Fund in accordance with an IGA with the City of Phoenix. The FY 2014 sales tax revenue for the Camelback Ranch Fund is estimated to be \$102,000.

City sales tax revenues generated at the arena are addressed in the description for the Arena Special Revenue Fund below. City sales tax revenues generated at the stadium are addressed in the description for the Stadium City Sales Tax – AZSTA Fund below.

A General Fund operating transfer is made to the Stadium, Arena and Camelback Ranch Event Funds to cover all expenditures that exceed the reimbursement revenue received in each fund. These funds are typically balanced to zero with the General Fund operating transfer and do not carry a fund balance from year to year.

**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 \$214,331 will supplement revenues of \$421,849 generated from Civic Center activities in FY 2014 to cover operating and capital related expenditures. Civic Center rental fees were adjusted upward for FY 2013 to reflect market pricing for similar facilities in the metropolitan area.

**City Sales Tax – Bed Tax (Fund 1750):** In 2010, hoteliers approached Glendale officials to increase the city’s bed tax rate. This request was based on the additional funds generated by the increased bed tax rate going directly to the Tourism Division/Glendale Convention & Visitors Bureau (CVB) to enhance tourism promotion. In 2011, the Glendale City Council approved an increase to the city’s tax rate on transient lodging, commonly referred to as the “bed tax,” from 3.4% to 5%. As part of this action, all the proceeds from the increased tax rate are dedicated to tourism promotion initiatives that foster economic growth by developing the tourism industry in Glendale. This fund was created to track revenue and expenditure activities related to the new bed tax.

**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. Revenue collected in this fund includes Phoenix Coyote team/arena fees, parking fees and city sales taxes. There is a transfer from this fund to the MPC debt service fund to pay the debt service related to the construction costs associated with the arena. The designated sales taxes for public safety and transportation that are generated at the Arena and Westgate City Center are deposited to the appropriate designated sales tax fund.

Westgate City Center opened in November 2006 and already includes over 3 million square feet of retail, lodging, restaurants, entertainment and office uses, including the new Tanger Factory Outlet Center/Mall, a 368,000 square-foot development that opened in November 2012. 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 has no budget basis activity planned for FY 2014. This fund was used to track the remaining proceeds related to the PFC bond funded construction of the Camelback Ranch Spring Training Facility. It was also used to track revenue streams associated with commercial development projects around the facility. A final transfer out of the PFC Special Revenue fund for planned PFC debt service re-financing in which unused capital bond proceeds associated with the construction of the facility was made to pay down PFC related principal and interest in FY 2013.

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**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 Communications Department. Examples include vendor rental fees and city costs for downtown special events such as Glendale Glitters and the Chocolate Affaire. Although the department receives contributions from sponsors and collects fees from vendors for these special events, it also is scheduled to receive a transfer of \$270,145 from the General Fund to support FY 2014 special events. The General Fund support for this fund was reduced by \$50,000 for FY 2013 to reflect the elimination of the Jazz & Blues Festival. Even with the reduced General Fund support, the remaining special events will continue into the foreseeable future as this fund has sufficient fund balance to complement projected revenues from those events.

**Public Safety Training Center (Fund 2530):** All revenues and expenditures associated with the Glendale Regional Public Safety Training Center are tracked in this fund. The facility was built with capital contributions from the City of Glendale (74.8%), Maricopa County Community College District (8.2%), City of Surprise (6.6%), City of Peoria (6.5%), City of Avondale (3.9%) and the federal government. The training center provides fire and police departments with the tools required to train new firefighters and conduct continuing education and training for fire and police personnel. Facility management operating costs are shared proportionately with the police and fire partners based upon the initial capital contribution. In addition, direct operating costs incurred at the facility by the Glendale Police and Fire Departments are shared with the partners of those respective disciplines/departments.

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

Revenues and associated operating expenses are tracked in this fund. Although the center will derive a large portion of its business from existing Glendale Regional Public Safety Training Center partners, it is also open to outside organizations that are in need of the more extensive testing requirements associated with public safety personnel physical examinations. FY 2014 projected revenues totaling \$61,250 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 in an effort to balance the state's budget. However, LTAF II distributions were reinstated during the course of FY 2012 and have continued ever since. These revenues are expected to generate \$666,707 in FY 2014.

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

Typically, the city will issue revenue bonds to fund transportation capital projects and deposit the bond proceeds into the Transportation Construction Fund. Debt service payments are then funded with the revenues collected in the Transportation Fund. Each year the Transportation Fund transfers cash into the Transportation Debt Service Fund to cover debt payments on bonds backed by the transportation sales tax revenue. 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 2014 and accounts for the draw-down of the \$29.9 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 2014, the balances for these funds are expected to decline to accommodate planned expenses. Even so, the Police Special Revenue Fund is projected to retain an ending fund balance equal to approximately 35% of the current year's projected revenues in total, which exceeds the 10% fund balance minimum set by the city's financial policies. However, spending from the Fire Special Revenue Fund outpaced revenue collections in FY 2011 and FY 2012 contributing to current fund balance estimates that are less than the 10% minimum level. Therefore, the fund will be monitored closely in FY 2014. If revenue collections are not on track to outpace FY 2014 expenditure projections, then the expenditure budget will be amended downward in an effort to start rebuilding fund balance.

**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 \$193,044 to augment projected revenue collections of \$481,175 in FY 2014.

**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. The Police Department manages all expenditures from this fund in accordance with federal requirements.

**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 and Library Services Department for sports, aquatics and special interest type classes for which fees are charged. In FY 2014 projected revenues of \$1,161,746 will be offset by projected expenditures totaling \$1,156,806.

**Parks & Recreation Designated (Fund 1885):** The Parks, Recreation and Library Services 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 \$229,379 to \$103,511 in FY 2014 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 financing mechanism for long-term capital projects and infrastructure. The City's debt management plan is an important tool and addresses debt issues for this and other financing mechanisms that the city is allowed to use. Outstanding debt, debt limitations, voter authorization and cash flow projections are reviewed as part of the capital budgeting process, while the annual debt service payments are incorporated into the debt service budget. Depending on the need and the type of project being financed, several different types of bonds are available to the City.

Separate funds are used to track payments made on the city's outstanding debt obligations. Each type of debt (General Obligation, Revenue Bonds and Municipal Property Corporation) is tracked separately. Fund balances fluctuate according to established debt payment schedules. The city's debt policies and long-range debt management plans are described in detail in the *Capital Improvement Plan* section of this document and the associated debt schedules that show the principal and interest payments by year are included in the *Schedules* section.

**General Obligation (G.O.) Bond Debt (Fund 1900):** G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that City Council selects as part of the annual budget process. 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. More information about G.O. bonds is found in the *Capital Improvement Plan* section of this document. 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 has been and continues to be used to address the shortfall between the revenue generated from the secondary property tax rate and the annual debt service of outstanding G.O. bonds. The FY 2014 secondary property tax rate will increase from \$1.6753 to \$1.7915, an increase of \$0.1162 in order to meet minimum fund balance requirements primarily to pay for general obligation capital projects that have already been built. Council will continue to perform annual reviews of the property tax rates to ensure future tax rates are set in accordance with required debt service obligations.

**Public Facilities Corp (PFC) Bond Debt (Fund 1930):** The PFC was 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 retained oversight and approved all PFC debt upon recommendation from the PFC's Board of Directors, which consisted of four City employees and one private citizen. Although the PFC is a legally separate entity from the City, the PFC was reported as if it is part of the primary government because its sole purpose was to finance and construct public facilities for the City.

While 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 refinanced the PFC debt in a manner that allowed the remaining, unused bond proceeds to be used to cover the FY 2013 principal and interest payment. In addition, the refinanced PFC debt was converted into MPC debt, thereby eliminating the need for the PFC bond debt fund. Therefore, there is no budget basis revenue or expenditure activity planned in FY 2014 for the PFC Bond Debt Fund and any reference to this fund will be removed from the budget book in FY 2015.

**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. More information about MPC bonds is found in the *Capital Improvement Plan* section of this document.

**Street (Fund 1920) and Transportation Revenue Bond Debt (Fund 1970):** Highway User Revenue Fund (HURF) or "Street" 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 \$3.7 million and the

remaining \$1 million of debt service will be paid by transportation special sales tax revenue. Given the uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward.

The Transportation Revenue Bond Debt Fund is used 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 revenue bond does not require voter authorization.

### ***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 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 2014. Interest income of \$20,000 will increase the projected FY 2014 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, are recorded in Fund 2360.

The Water/Sewer Enterprise fund balance is expected to decrease from \$70.5 million to \$58 million (ending fund balance plus contingency appropriation) in FY 2014 because of planned capital expenditures totaling \$17.6 million and the debt service requirements associated with revenue bond funded projects totaling \$24.2 million. Examples of FY 2014 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 \$78.3 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling \$49 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.

The Landfill fund balance is expected to decrease from about \$8.7 million to \$7.5 million (ending fund balance plus contingency appropriation). The FY 2014 operating budget totals \$7 million and planned capital expenditures related to a landfill soil excavation, scale-house/road relocation project, gas system modifications and heavy equipment purchases total \$11.2 million. The FY 2014 projected revenues total \$8.7 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 \$3.1 million to \$2 million (ending fund balance plus contingency appropriation) in FY 2014 as planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.) totaling \$2.3 million will be made using fund balance. Projected revenues of \$14.9 million are offset by operating expenditures totaling \$13.7 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 has a \$16 million operating budget that 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. FY 2014 projected revenues total \$15.4 million and the scheduled General Fund transfer is \$274,000.

***Internal Service Fund Group:***

**Risk Management (Fund 2540) and Workers' Compensation (Fund 2560):** The Risk Management and Workers' Compensation Trust Funds support the provision of liability insurance and worker's compensation coverage for the city. Income to the funds comes from premiums charged to each city department based upon a number of factors including the number of employees, job classifications, size of operating budget, actual claims history, etc. The funds are used to pay claims against the city and to cover premiums for certain types of outside insurance coverage.

The Risk Management Fund is projected to end FY 2014 with a \$3.2 million fund balance (ending fund balance plus contingency appropriation), which is relatively unchanged from the beginning fund balance estimate of \$3.5 million. The Workers' Compensation Fund ending fund balance is projected to increase from \$4.4 million to \$4.9 million in FY 2014 based on Council's direction to build and maintain adequate reserves for this fund in accordance with the Industrial Commission of Arizona's guidelines and requirements.

**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.

FY 2014 benefit rate increases for employees and retirees were implemented to help the fund recover more of the costs being incurred; they are expected to generate an additional \$3 million in revenue compared to FY 2013 estimated revenues. The employer also increased its contributions and is expected to generate an additional \$827,231 in revenue for FY 2014 compared to FY 2013 estimated revenue. The health insurance contract will be competitively bid during FY 2014 and significant changes to health insurance options are expected for FY 2015 and beyond. The goal for FY 2015 and beyond is to restore the fund to an improved financial position.



## REVENUES

Total revenues available to the city in FY 2014 from all sources are estimated at \$479.5 million, of which \$161.5 million or 34% 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 2014 from FY 2013.

**Table 1: Total Revenues by Fund—FY 2013 vs. 2014**

(All Dollars in Thousands)

Fund	FY 2013 Estimate	FY 2014 Projection	Change FY 13 to FY 14
1000-General	\$153,088	\$161,477	\$8,390
1040-General Services	\$8,929	\$9,363	\$434
1100-Telephone Services	\$945	\$880	(\$65)
1120-Vehicle Replacement	\$1,892	\$1,929	\$38
1140-PC Replacement	\$2,082	\$1,923	(\$159)
1240-Court Security/Bonds	\$386	\$395	\$9
1281-Stadium Event Operations	\$687	\$733	\$46
1282-Arena Event Operations	\$295	\$283	(\$12)
1340-Highway User Gas Tax	\$12,759	\$12,791	\$32
1650-Transportation Grants	\$1,871	\$7,834	\$5,963
1660-Transportation Sales Tax	\$21,935	\$22,566	\$631
1700-Police Sales Tax	\$12,770	\$13,527	\$758
1720-Fire Sales Tax	\$6,360	\$6,621	\$261
1740-Civic Center	\$410	\$422	\$12
1770-Zanjero Special Revenue	\$1,841	\$1,896	\$55
1780-Arena Special Revenue	\$7,294	\$6,268	(\$1,026)
1790-Stadium City Sales Tax - AZSTA	\$2,015	\$2,075	\$60
2360-Water and Sewer	\$84,000	\$78,262	(\$5,738)
2440-Landfill	\$8,960	\$17,858	\$8,898
2480-Sanitation	\$14,873	\$14,915	\$42
2500-Pub Housing Budget Activities	\$14,219	\$15,378	\$1,158
2540-Risk Management Self Insurance	\$2,537	\$2,502	(\$35)
2560-Workers Comp. Self Insurance	\$2,424	\$1,933	(\$491)
2580-Benefits Trust Fund	\$20,568	\$24,384	\$3,817
<b>Total Operating</b>	<b>\$383,139</b>	<b>\$406,217</b>	<b>\$23,078</b>
Capital and Other Revenue	\$50,291	\$73,292	\$23,001
<b>Grand Total</b>	<b>\$433,430</b>	<b>\$479,509</b>	<b>\$46,079</b>

## General Fund Group

### **General Fund (Fund 1000):**

The city expects to collect \$161.5 million in total GF revenue in FY 2014. The amount reflects the \$24 million additional revenue projected from the 7/10ths of one cent increase in the city's sales tax approved for implementation during FY 2013.

In June 2012, the City Council approved an increase of 7/10ths of one cent in the city's sales tax across all categories (such as retails and restaurants and bars), except for residential rental as the state law restricts increases to residential rental sales taxes. The 7/10ths of one cent increase includes food purchased for home consumption. 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 became effective on August 1, 2012 with a 5-year sunset provision. The last time the city increased its general sales tax rate was in July of 1993 (excluding the designated sales tax rates for transportation and public safety both of which were implemented after the voters approved the related propositions). With the rate increase, the general fund receives 1.9% of the city's 2.9% sales tax rate, with the remaining 1.0% designated for public safety (0.5%) and transportation (0.5%).

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

From FY 2008 through the end of FY 2012, total GF ongoing revenue experienced a decline of almost \$46.2 million or 25%, a clear reflection of the economic challenges brought on by the recession. However, starting in FY 2013, total ongoing general fund revenue was expected to grow mainly due to the sales tax rates increase, as mentioned above, and better income tax revenue collections at the state. For FY 2014, total general fund revenue is expected to grow by approximately 5%, in line with the economic forecast from local and state experts. The main growth is expected in the following areas (also see detail explanation under specific revenue category):

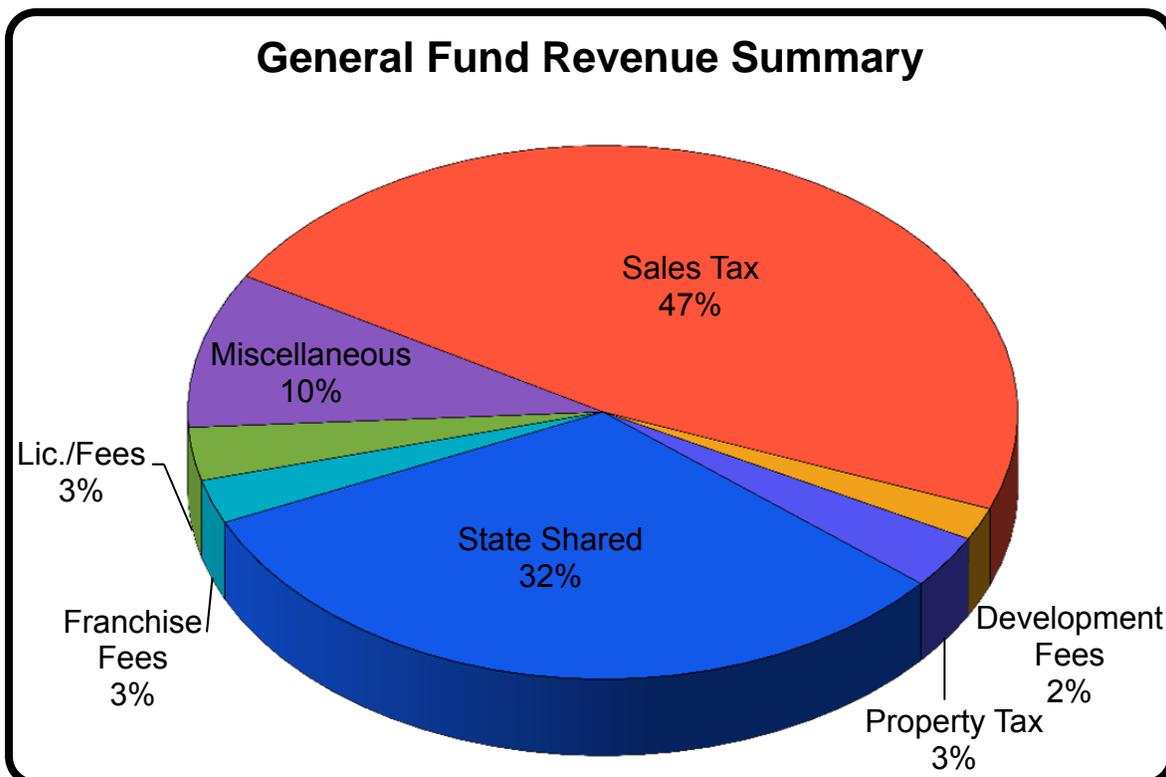
- City sales tax – For FY 2014, this revenue is expected to grow by 4% from the FY 2013 estimate. The growth can be attributed to the economic development activities which are expected to generate additional construction sales tax revenue. In addition, as the jobless claims continue to decline and the overall economy continues to improve, rising consumer confidence is expected to lead to increased spending, especially in retail sales. As a result, the city expects to see higher retail sales tax revenue in FY 2014.

- State income tax – this revenue is projected to grow by 9% for FY 2014 based on the improved collections in FY 2012 [there is a 2-year lag between the state’s collection of income tax revenue and its distribution to the cities].
- Primary property tax – for FY 2014, the primary property tax rate is set at the maximum limit allowed by the state law. As a result, the FY 2014 budget includes an additional \$2.7 million in primary property tax revenue in the budget.

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. For FY 2014, city sales tax, state sales tax, state income tax and motor vehicle in-lieu revenues are expected to comprise 79.5% of all GF revenue with \$128.4 million of the \$161.5 million.

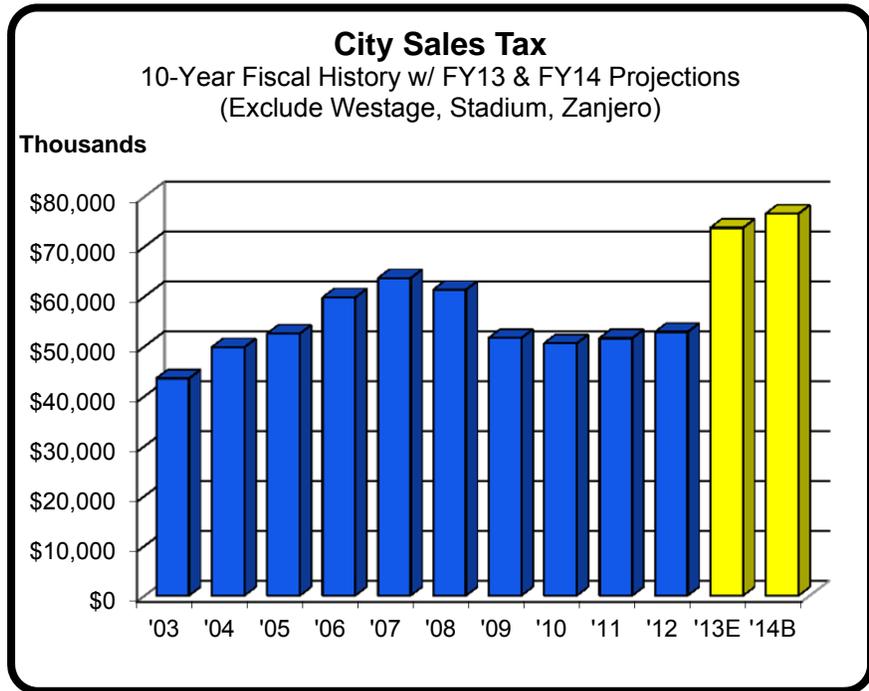
The city’s GF revenue projection is based on many factors such as the following:

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

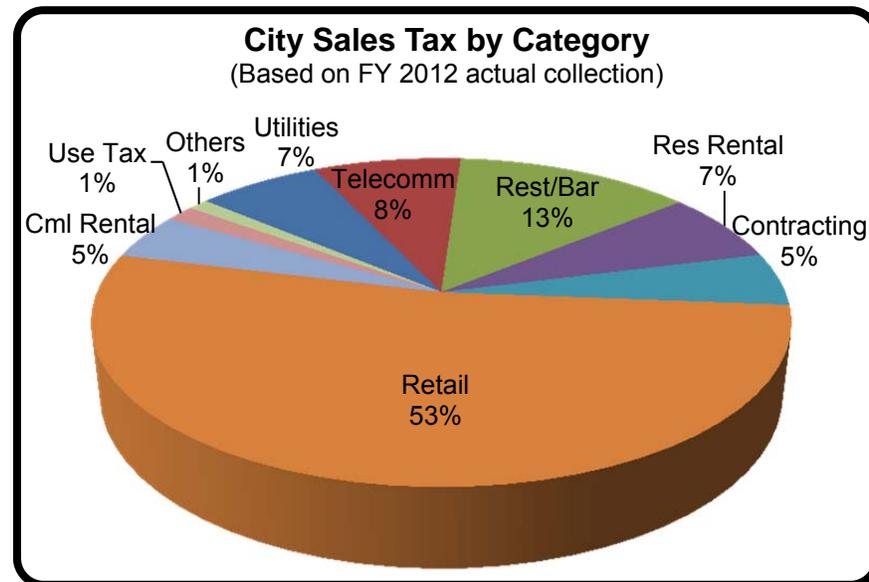




**City Sales Tax:** This revenue represents 47% of GF revenue and is the fund's largest source. The GF portion of the city sales tax pays for general government operations. It also is the one significant revenue source over which the City Council has authority unlike the state sales tax, state income tax, the gas tax or vehicles license fees. For FY 2014, the revenue budget is \$76.5 million, with approximately \$24 million of the projection comes from the 7/10<sup>ths</sup> of one cent temporary sales tax increase.



Retail sales tax collections comprise about 53% of the GF city sales tax and is the largest component by sales tax category. It is followed by restaurant and bar sales, which is about 13% of total revenue, and telecommunications at 8% of the total. The pie chart below reflects the various components of the city sales tax by category based on the FY 2012 collections.

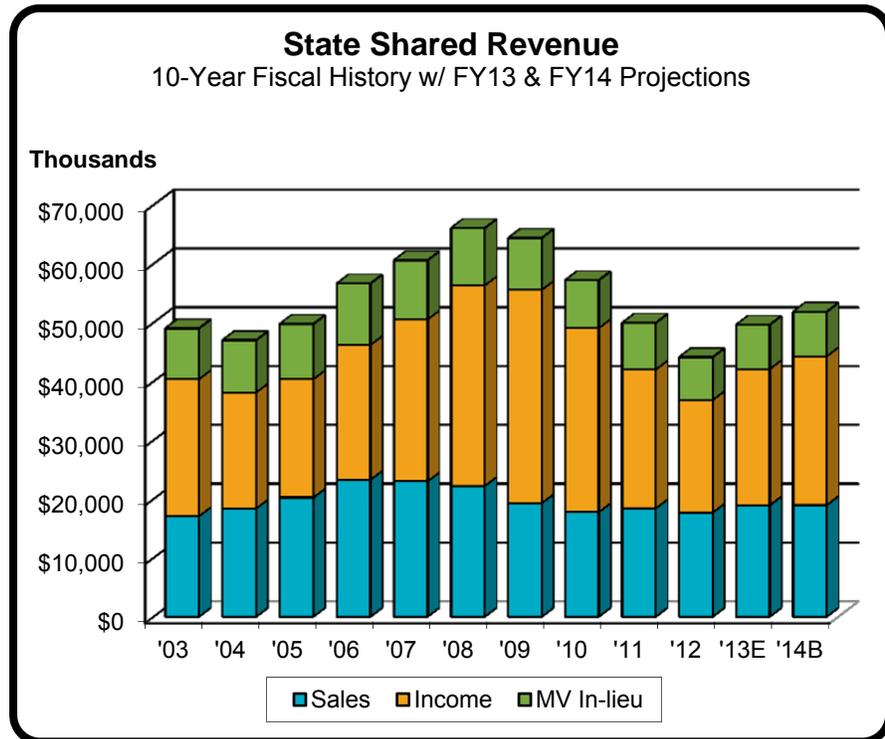


**State-Shared Revenues:** State-shared revenues include state income tax, state sales tax and motor vehicle in-lieu tax. These three revenue sources are shared with all cities and towns throughout the state. The average annual growth rate for the city's share of state - shared revenue was 6% between FY 2002 and FY 2008. However, starting in FY 2009, a decline started and resulted in four consecutive years of reductions. State shared revenue is expected to grow to \$51.8 million by the end of FY2014, 4% more than the FY 2013 estimate of \$49.6 million, as explained below.

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 its portion of state-shared tax revenues as growing cities tend to receive a greater share of the revenue distribution.



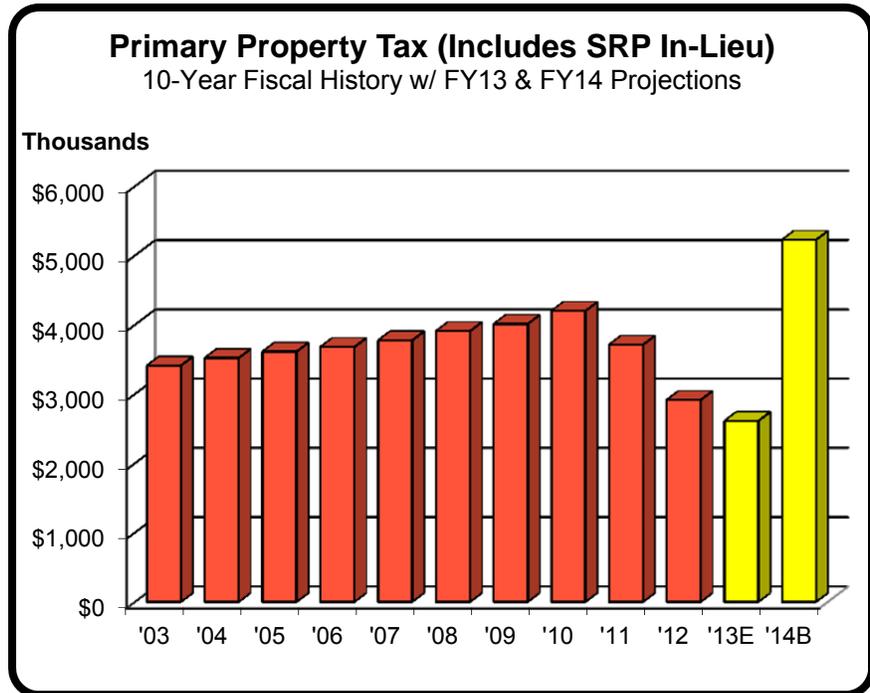
The most significant component of state-shared revenue is income tax and it is primarily driven by personal income rather than business income as personal income tax receipts comprise about two-thirds of all Arizona income tax receipts. Income tax revenue distribution to the cities lags by two years. This means the state income tax distribution for FY 2014 will reflect the income tax the state collected in FY 2012. The state's 2012 income tax receipts were higher than the 2011 receipts. As a result, Glendale's share of state income tax revenue is expected to increase by \$2.1 million or 9% from \$23.2 million in FY 2013 to \$25.3 million in FY 2014.

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 projection for FY 2014 is \$19 million and assumes no growth from FY 2013 estimate based on projections from the state. The city last had state sales tax receipts in the \$19 million range in FY 2009.

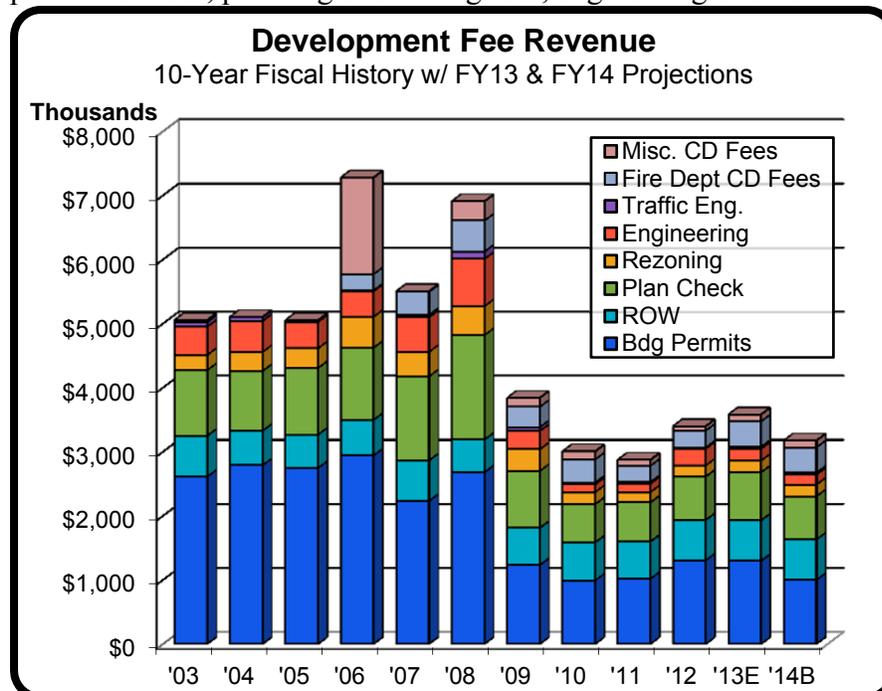
The FY 2014 motor vehicle in lieu tax projection of \$7.5 million is unchanged from the FY 2013 estimate. The city received \$10.4 million in revenue in FY 2006, the highest level of receipts over a ten-year period.

**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. For FY 2014, the primary property tax rate will increase from \$0.2252 to \$0.4974 which is the maximum allowable limit by state law. This change will yield an additional \$2.7 million in primary property tax revenue.

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 \$28,315 for FY 2014.



**Development Fees:** Development-related fees include building permits, right-of-way permits, plan check fees, planning and zoning fees, engineering and traffic engineering plan check fees,



fire service related development fees and miscellaneous development related fees. These sources essentially reflect a range of activities related to commercial and residential development and construction. The city experienced its peak collection of development fees in FY 2008 with \$6.1 million in receipts.

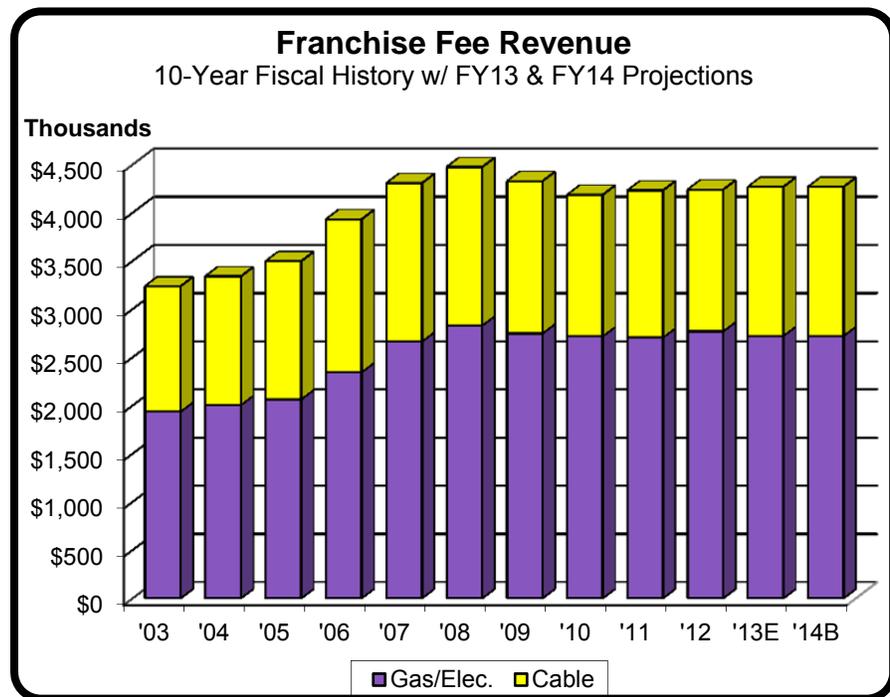
The largest revenue source for the development fees category has been building permit fees. For FY 2014, these are budgeted at \$1 million compared to the FY 2013 estimate of \$1.3 million. The FY 2013 figure is slightly higher than the FY 2014 budget due to – one-time permit revenue attributable to the construction of the Tanger Outlet mall project.

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.

The total development fees revenue budget for FY 2014 is \$3.2 million compared to the FY 2013 estimate of \$3.6 million. A number of new and substantial projects are under construction including the new St. Joseph’s Westgate Medical Center, the expansion of Midwestern University, Performance Steel’s manufacturing facility, and Arrowhead Cadillac.

**Franchise Fees:** Franchise fees are paid to the city by the electric, gas and cable companies operating within the city.

These fees increase when the various utilities increase its rates and, to a lesser extent, when the customer base within the city grow. In all cases, the fees due to the city are based on gross receipts for the franchised organization. The FY 2014 projection of \$4.3 million is essentially flat compared to FY 2013. In fact, collections have been at this level since FY 2010 due to minimal customer growth and competition from alternate service providers.



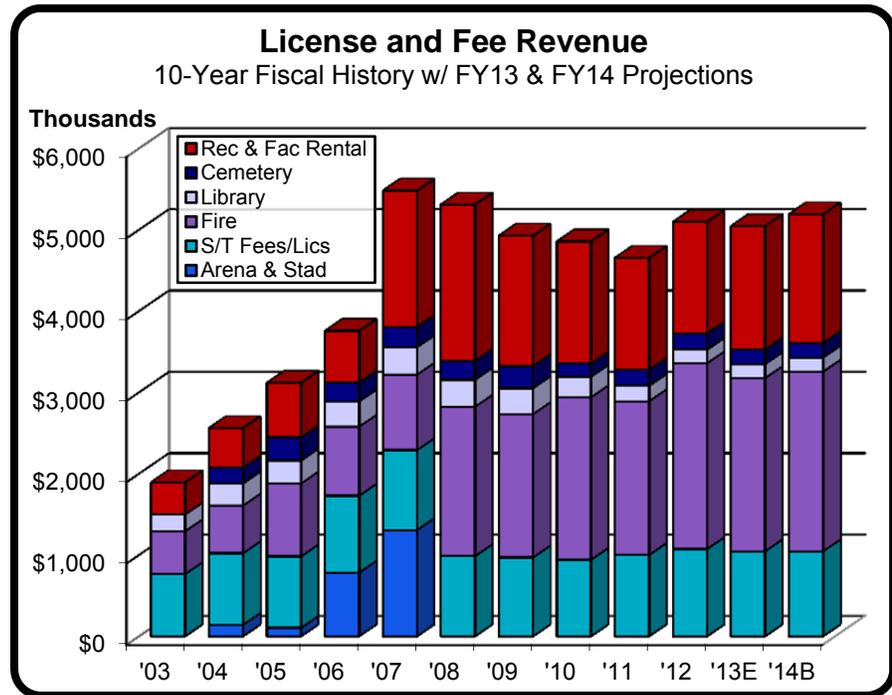
**License and Fee Revenues:** This revenue category includes business and professional licenses, business regulatory licenses, sales tax licenses, liquor licenses, recreation fees, fire department fees not related to construction development, library fines and fees, cemetery fees, and rental income from the use of city facilities. Miscellaneous arena and stadium related fees were included in FY 2004 to FY 2007 and are now accounted for in a separate fund. Stadium security fees were included in FY 2007 only.



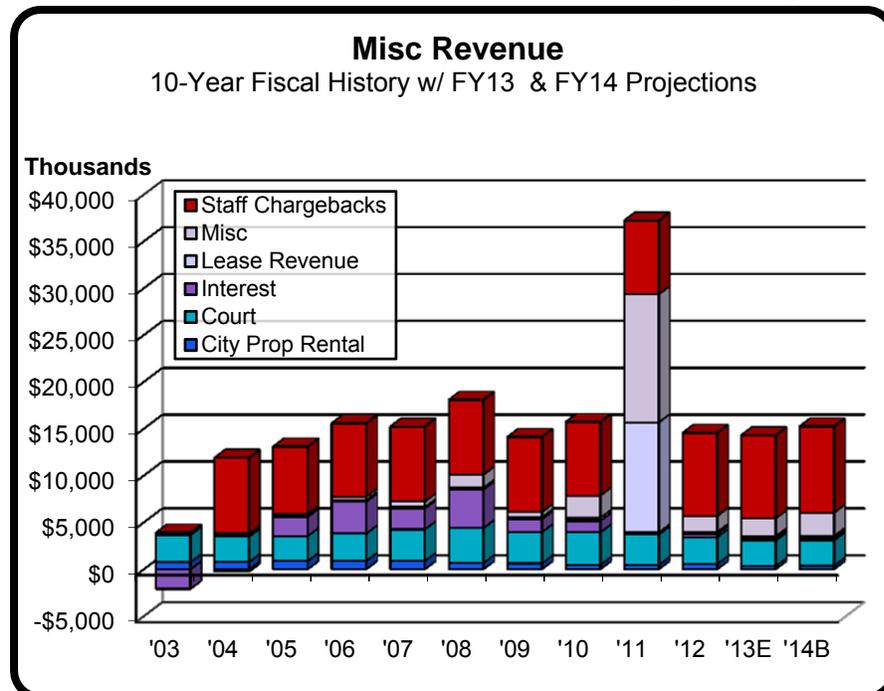
As a group these sources are expected to generate \$5.2 million in FY 2014, a modest increase of 4% from the FY 2013 estimate. Fire department fees that are not related to community development are the main source of revenue in this category; it includes advanced life support fees, EMS report fees and fire prevention inspection fees.

Another significant revenues source is recreation and facility rental fees. In FY 2013,

the city increased the fees it charged to residents and non-residents for the use of the recreational facilities. These fees include aquatic fees, adult center membership fees, Foothills Recreation and Aquatic Center fees and park ramada rental fees. While participation has been less than the previous year, overall recreation revenue increased.



**Miscellaneous Revenues:** This revenue category includes staff and administrative chargebacks, miscellaneous revenues (E-billboard rental income, police department impound administrative



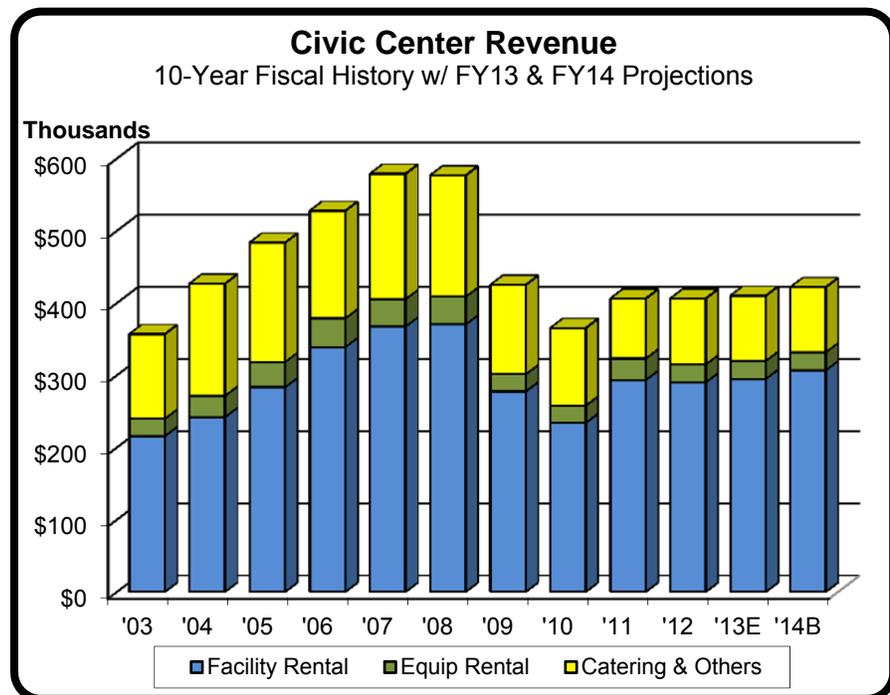
fee, police department false alarm fee, application fee for pawn shop/resale store, etc.), lease revenue (capital lease and wireless cell site rental), interest revenue, court revenue and city property rental (Bank of America and Promenade buildings). The main revenue source for this category is staff & admin chargebacks which makes up about 6% of total general fund revenue, followed by court revenue.

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. The Municipal Court collected \$2.9 million in FY 2012. However, this revenue source is expected to drop slightly for both FY 2013 and FY 2014 as a result of a decline in the volume of traffic fines cases. The court is budgeted to collect \$2.7 million in FY 2014.

The city collected \$37.2 million in total revenue for this category in FY 2011 when \$12.6 million in one-time revenue was received as a result of the Council-approved amended parking agreement for the mixed use development in the sports and entertainment district and \$11.8 million in lease proceeds from the refinancing of outstanding leases.

**Civic Center (Fund 1740):** Civic Center revenues are generated through fees such as facility and equipment rentals and catering income. This category is projected to generate \$422,000 in FY 2014. This fund is supplemented with \$372,000 from the General Fund to support the operational costs of the facility.

For the second year in a row, the Glendale Civic Center has been named the #1 conference center of its size by Ranking Arizona: The Best of Arizona Business. The city-owned facility outranked statewide competition including Loews Ventana Canyon (Tucson), the Scottsdale Plaza Resort, Ritz-Carlton Phoenix and the Montelucia Resort & Spa (Paradise Valley). The Glendale Civic Center



brings an average of 62,000 guests to Glendale’s historic downtown each year. The venue offers 40,000 square-feet of rental space for conferences, trade shows, meetings, weddings, graduations, proms, bar mitzvahs and private parties.

**City Sales Tax – Bed Tax (Fund 1750):**

The transient lodging (bed) privilege tax is part of the Glendale City Code, Chapter 21.1, section 447, that assesses an additional tax on hotel and motel room rentals in addition to the sales tax. Prior to August 1, 2012, the hotel and motel rate was 5.60% (2.20% for city sales tax and 3.40% for bed tax). Effective August 1, 2012 the rate was increased to 7.90%, with 2.9% for city sales tax and 5% is for bed tax. The revenue from the bed tax rate increase (from 3.4% to 5.0%) will



be dedicated to the Glendale Convention and Visitor Bureau (CVB) operations to enhance tourism related initiatives in the community. The revenue is deposited in this newly created fund that is part of the general fund group. FY 2014 revenue is budgeted at \$618,000.

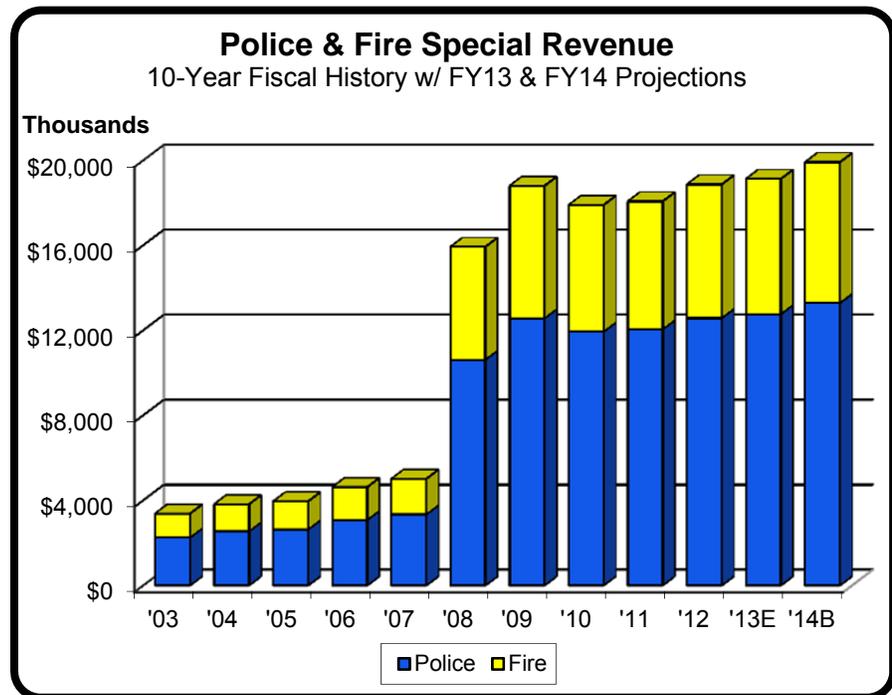
**Special Revenue Fund Group:**

**Police and Fire Sales Tax (Funds 1700 & 1720):**

The source of revenue for these funds is the 0.5% of the sales tax collected within the city boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the Police (Fund 1700) and Fire (Fund 1720) special revenue fund to pay for police and fire services. The sales tax rate of 0.1% was originally adopted by voters on March 15, 1994 under Proposition 200 to fund police and fire personnel and related equipment. On September 11, 2007, Glendale voters approved Proposition 401 to increase the designated sales tax rate to 0.5%, with an effective date of November 1, 2007, to enhance public safety funding.

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 total 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 2014 projection is \$19.9 million with \$13.3 million for police and \$6.6 million for fire. The FY 2014 projection reflects growth of 4.0% from the FY 2013 estimate of \$19.1 million. The growth is largely due to the opening of Tanger Outlet Mall in November of 2012.



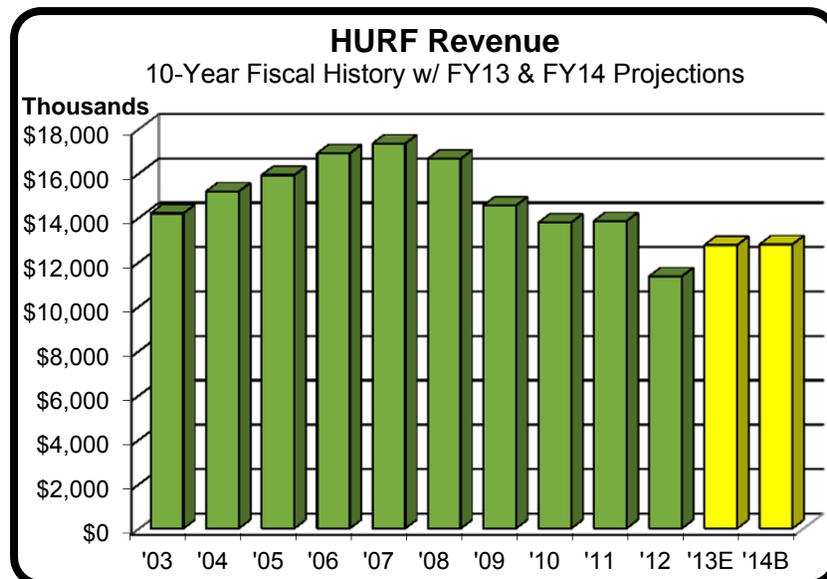
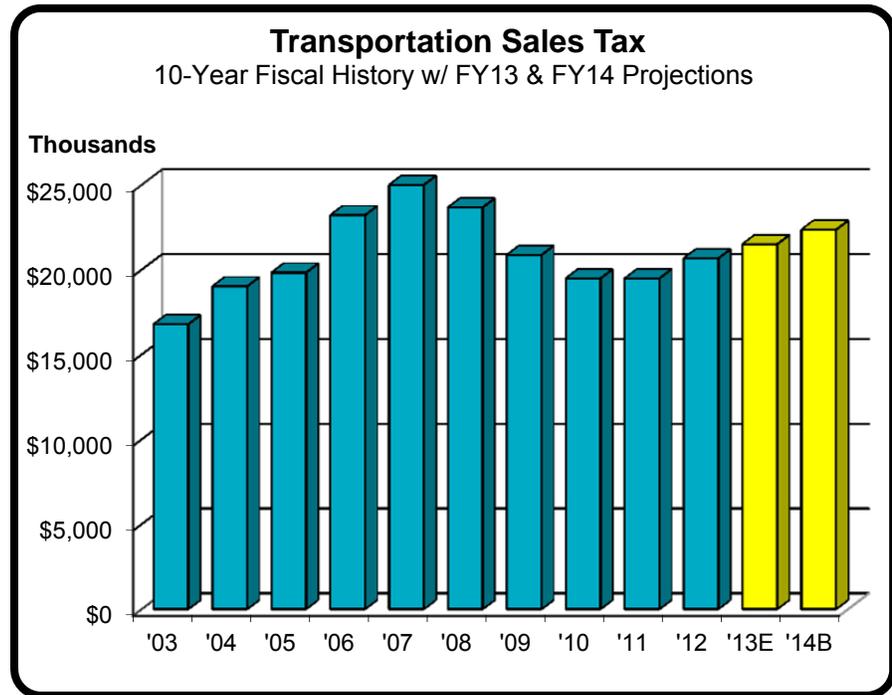
**Transportation Sales Tax (Fund 1660):** The primary source of revenue for this fund is the 0.5% of the sales tax collected within the city boundaries, which include all special districts (Arena/Westgate, Stadium and Zanjero). The revenue is deposited in the Transportation Sales Tax Fund (Fund 1660). Proposition 402 was approved by Glendale voters on November 6, 2001. This proposition called for a designated sales tax rate of .05% to pay for the costs of creating and implementing a comprehensive transportation plan to improve traffic flow, relieve traffic

congestion, increase transportation choices, reduce air pollution, promote economic vitality and provide for regional transit connections. It is expected to generate an estimated \$22.4 million in FY 2014 compared to the \$21.5 million estimated for FY 2013. This is an increase of \$855,000 or 4.0%.

Other sources of FY 2014 revenue within the Transportation Sales Tax Fund include \$129,000 in transit revenues and

\$80,000 in interest revenue. In total, transportation sales tax fund revenues are projected to be \$22.6 million in FY 2014 or about \$631,000 or 3% more than the FY2013 estimate. This fund is supplemented with \$900,000 from the General Fund, as required by the 2001 election, to help sustain the delivery of transportation services.

The state has reinstated the Local Transportation Assistance II (LTAF II) monies for the cities in Maricopa County. As a result, the City of Glendale will receive \$667,000 in FY2014, similar to the FY 2013 estimate. LTAF 1 monies have not been reinstated. The city uses the LTAF funds to pay for Dial-A- Ride and fixed route bus services.



**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.

**BUDGET SUMMARY**

**Revenues**



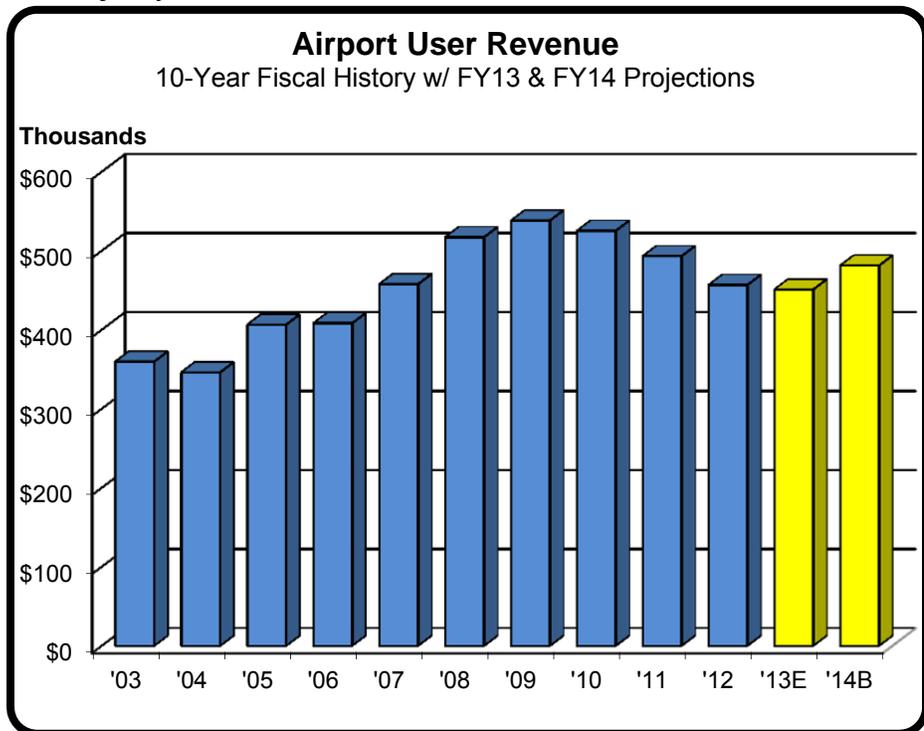
The state distributes the revenue based on a complex distribution formula that spreads a portion of the money across the state solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales. This revenue must be accounted for separately 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. Formula modifications that reduced the distribution of revenue to cities and towns occurred during the recession. These modifications, along with the decline in the volume of fuel sales, explain the steady reduction of HURF revenues distributed to Glendale for FY 2008 through FY 2012. With an improvement in the economy, HURF collections in FY 2013 are expected to be \$12.8 million. The FY 2014 budget also is \$12.8 million.

**Airport (Fund 1760):** Airport revenues consist of user fees, lease proceeds, commercial activities and other fees, lease proceeds, commercial activities and other fees and are projected to generate \$481,000 in FY 2014.

This fund is supplemented with \$223,000 from the GF to support the cost of airport operations. 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 and office rentals. The strategic goal for airport is to become a self – sustaining operation.

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**

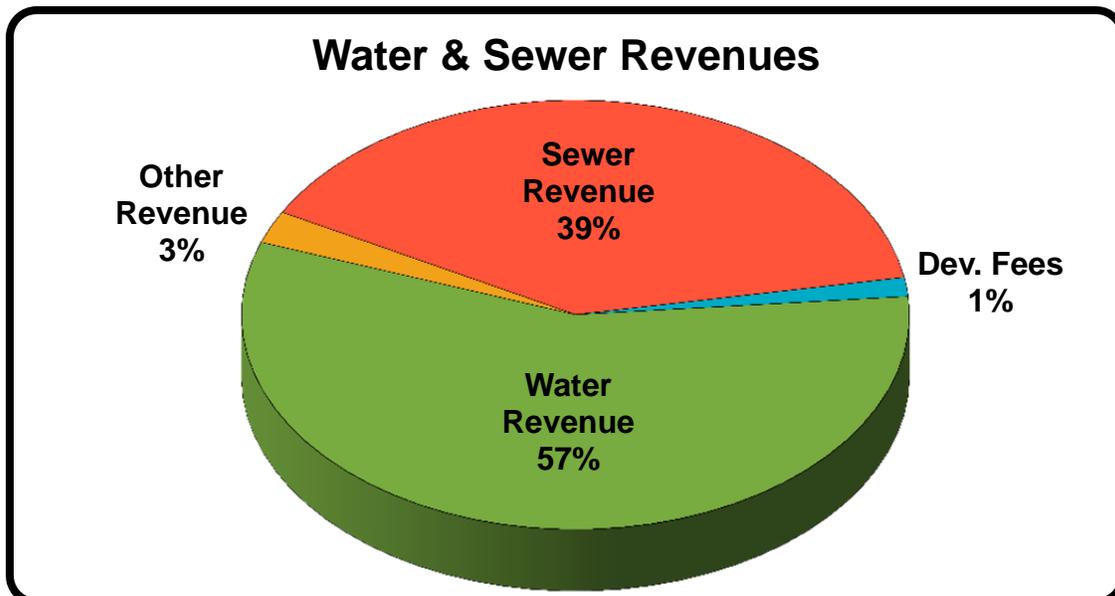
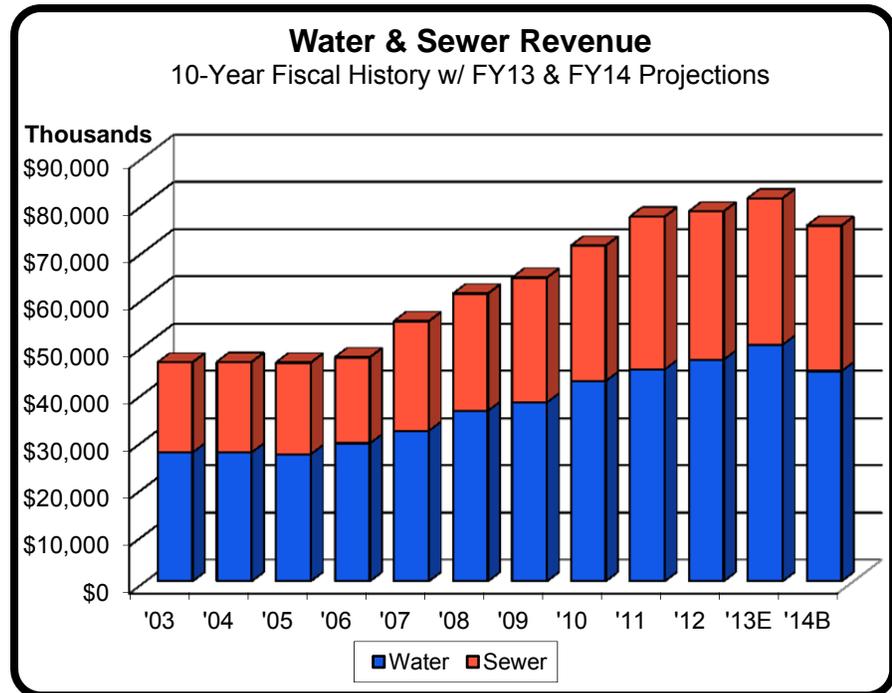
**Water/Sewer (Funds 2360, 2400 & 2420):**

In FY 2014, water sales and sewer fees will make up \$75.2 million or 96% of total revenues for this fund. No bond sale is planned for FY 2014. Development impact fees (DIF) revenue is projected at \$1.1 million.

Other revenue sources totaling about \$2.0 million include interest earnings and miscellaneous fees and charges. Overall revenues for the Water/Sewer Fund amount to \$78.3 million in FY 2014.

Staff prepares water and sewer revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal consideration as well consulting with

independent consulting firm. Additionally, 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 2013, there will not be any rate increases for FY 2014. The median single family customer rate will remain at \$61.14 per month.

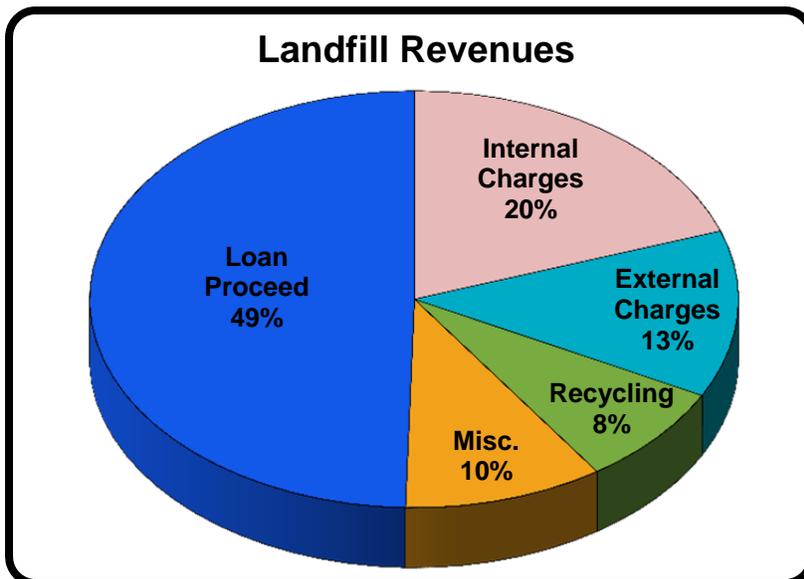
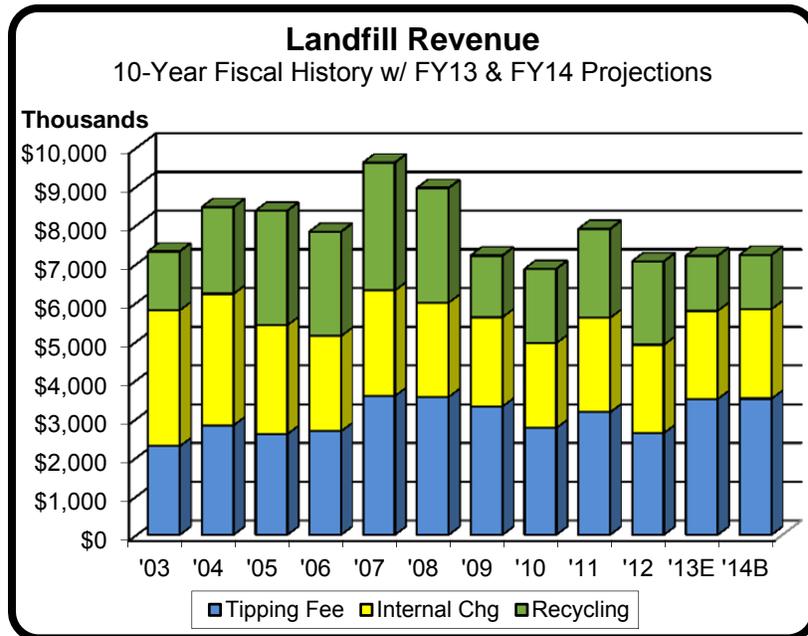




**Landfill (Fund 2440):** The city annually reviews the five-year financial plan for the Landfill Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan.

Glendale city departments are charged an internal rate of \$18.00 per ton for the use of the city landfill. Glendale residents pay a tipping fee of \$15.79 per ton for a load

weighing more than one ton in waste material. These internal and residential tipping fees are projected to generate \$2.4 million in revenue for the Landfill Fund in FY 2014, essentially unchanged from the FY 2013 estimate. The tipping fees paid by private haulers, as well as businesses and individuals not located in Glendale, will continue to be \$32.25 per ton in FY 2014. This tipping fee is expected to generate \$3.5 million in FY 2014.



The city is expected to collect the same amount in FY 2013 as compared to \$2.6 million of revenue collected in FY 2012. The increase of \$900,000 or 35% reflects the volume increase due to more commercial customers using the landfill and a new intergovernmental agreement with the City of Peoria.

The city plans to issue bond in FY 2014 to pay for initial capital costs associated with the closure of a portion of the landfill that is expected to

reach its capacity in the near future.

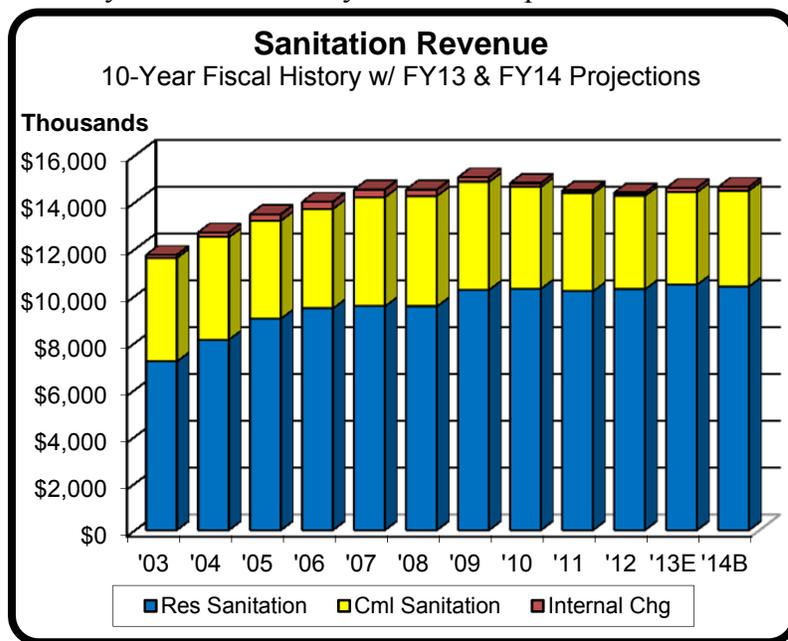
Staff prepares landfill revenue projection by applying several factors such as historical trend data, statistical analyses, economic and legal consideration as well consulting with independent consulting firm.

In FY 2014, the recycling sales program is projected to bring in \$1.4 million. This amount is slightly lower than the actual recycling sales revenue of \$2.2 million collected in FY 2012. 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, impact fees, chargebacks and other fees, accounting for \$1.8 million. Total projected revenues for FY 2014 are \$17.9 million.

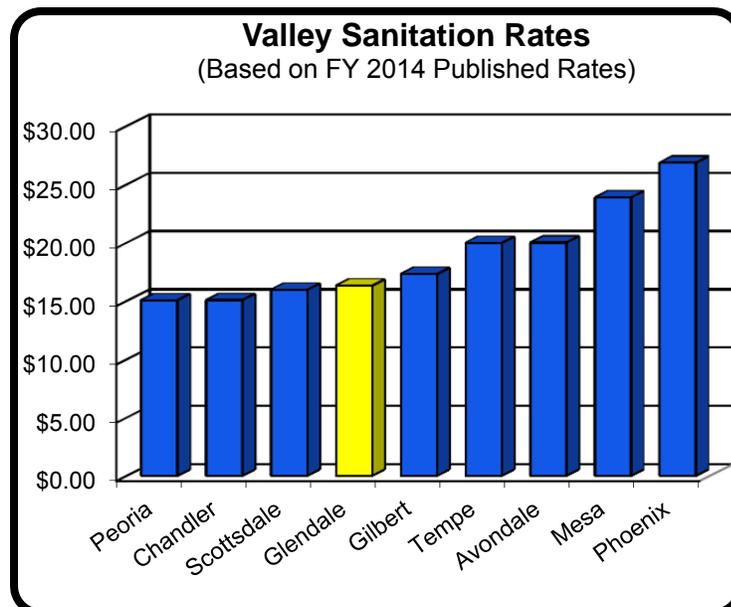
**Sanitation (Fund 2480):** The city annually reviews the five-year financial plan for the

Sanitation Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely based on this long-range plan as well as other factors such as historical trend data, statistical analyses, economic and legal consideration. 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 2014 is \$16.30 and includes weekly trash and recycling collection as well as monthly loose trash collection. This rate remains unchanged since January 2005 and is the result of a healthy fund balance maintained by the fund and significantly lower equipment repair and replacement costs.

This rate remains unchanged since January 2005 and is the result of a healthy fund balance maintained by the fund and significantly lower equipment repair and replacement costs.



The FY 2014 total revenue of \$14.9 million comes primarily from two sources: residential collection fees, projected at \$10.4 million, and commercial collection fees, projected at \$4.1 million. The residential and commercial collection programs account for 97% of the sanitation revenues.

## EXPENDITURES

### The FY 2014 Operating Budget

The starting point for the FY 2014 operating base budget is the current fiscal year's ongoing base budget. It continues to focus on the Mayor and Council strategic goals and reflects economic conditions that continue to challenge local government.

The FY 2014 operating budget totals \$346.3 million, which is a slight decrease of 0.4% (\$1.4 million) from the FY 2013 budget of \$347.7 million. The graph below shows a comparison at the fund grouping level of the operating budget changes from FY 2013 to FY 2014.

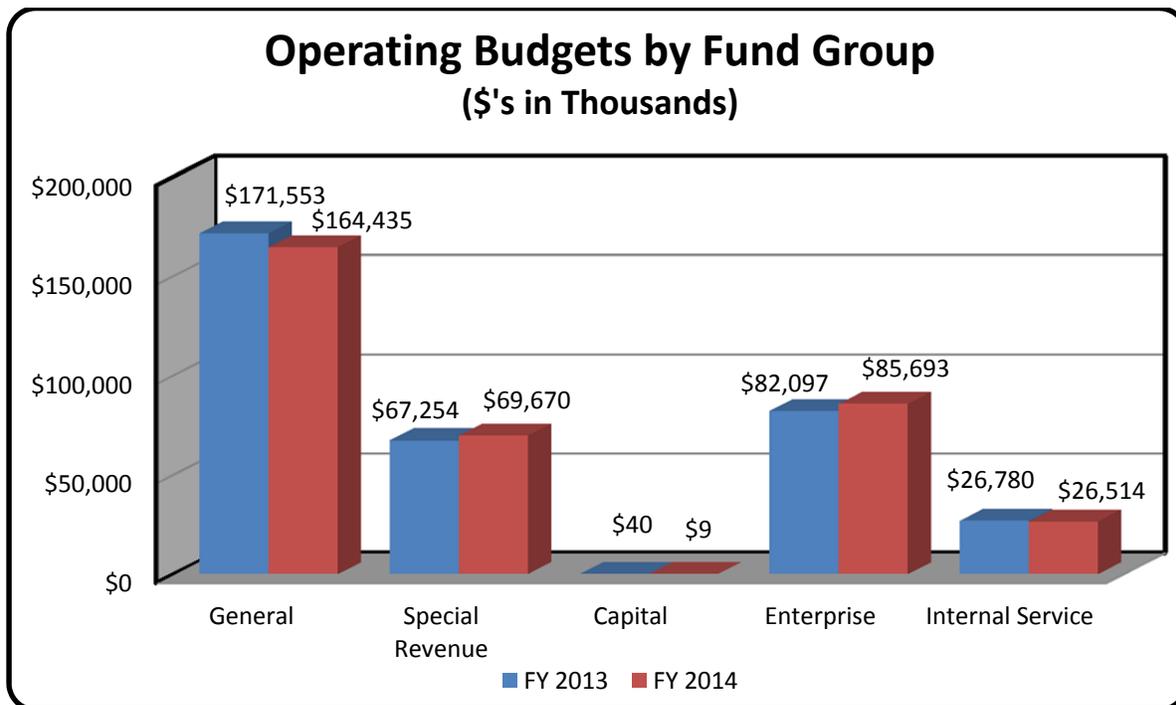


Table 2, on the following page, shows the year over year changes in the operating budgets for some of the City's largest operating funds within the general, special revenue, capital, enterprise and internal service fund groupings. It is sorted in descending order based upon the size of the FY 2014 operating budget within each fund grouping. It also calculates the percentage change for the fund from the FY 2013 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.



**Table 2: Comparison of Operating Budgets**  
**FY 2013 vs. FY 2014**  
(All Dollars in Thousands)

<b>Fund Name</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>% Change</b>
General (1000)	\$126,118	\$127,678	1.2%
Arena Event Operations (1282)	\$18,207	\$10,680	-41.3%
General Services (1040)	\$8,993	\$9,363	4.1%
Stadium Event Operations (1281)	\$2,884	\$3,044	5.5%
Vehicle Replacement (1120)	\$2,796	\$2,796	0.0%
PC Replacement (1140)	\$3,166	\$2,708	-14.5%
Stadium City Sales Tax - AZSTA (1790)	\$2,400	\$2,128	-11.3%
Training Facility Revenue Fund (2530)	\$1,496	\$1,526	2.0%
Telephone Services (1100)	\$982	\$885	-9.9%
Marketing Self Sust (1870)	\$1,303	\$709	-45.6%
All Other Funds	\$3,209	\$2,918	-9.1%
<b>Sub-Total General Fund Group</b>	<b>\$171,553</b>	<b>\$164,435</b>	<b>-4.1%</b>
Police Special Revenue (1700)	\$14,240	\$15,628	9.7%
Transportation Sales Tax (1660)	\$11,823	\$12,381	4.7%
Highway User Gas Tax (1340)	\$6,742	\$11,775	74.6%
Other Federal & State Grants (1840)	\$12,706	\$7,867	-38.1%
Fire Special Revenue (1720)	\$6,559	\$6,913	5.4%
RICO Funds (1860)	\$3,895	\$3,896	0.0%
C.D.B.G. (1320)	\$2,337	\$3,194	36.7%
Home Grant (1300)	\$773	\$1,626	110.3%
N'hood Stabilization Pgm III (1311)	\$1,684	\$1,601	-4.9%
Neighborhood Stabilization Pgm (1310)	\$600	\$1,320	120.0%
All Other Funds	\$5,894	\$3,468	-41.2%
<b>Sub-Total Special Rev Fund Group</b>	<b>\$67,254</b>	<b>\$69,670</b>	<b>3.6%</b>
<b>Sub-Total Capital Fund Group</b>	<b>\$40</b>	<b>\$9</b>	<b>-79.0%</b>
Water/Sewer (2360/2400/2420)	\$48,095	\$49,002	1.9%
Landfill (2440)	\$6,978	\$7,092	1.6%
Community Housing Services (2500)	\$12,700	\$15,912	25.3%
Sanitation (2480)	\$14,323	\$13,686	-4.4%
<b>Sub-Total Enterprise Fund Group</b>	<b>\$82,097</b>	<b>\$85,693</b>	<b>4.4%</b>
Benefits Trust Fund (2580)	\$22,349	\$22,349	0.0%
Risk Management Self Insurance (2540)	\$3,025	\$2,759	-8.8%
Workers Comp. Self Insurance (2560)	\$1,407	\$1,407	0.0%
<b>Sub-Total Internal Svc Fund Group</b>	<b>\$26,780</b>	<b>\$26,514</b>	<b>-1.0%</b>
<b>Grand Total: Operating Budget</b>	<b>\$347,725</b>	<b>\$346,321</b>	<b>-0.4%</b>

## **Operating Budget Summary**

Budgeted operating expenditures include services and programs for the community such as public safety, community and economic development, general government and administration, recreation, street maintenance, and water, sewer, landfill and sanitation services. While most operating costs are accounted for in the general fund group, some costs are funded by special revenue funds, such as the state's Highway User Revenues Fund for street and traffic maintenance and Glendale's dedicated public safety tax for police and fire services. Enterprise funds account for water, sewer, landfill and sanitation services and the internal services group includes employer related benefit funds. Staffing levels for these fund groupings are addressed in the *Staffing and Personnel* discussion of this section.

The majority of the general fund group's operating budget expenditures are included in the General (Fund 1000), which encompasses \$127.7 million or 78% of this group's total \$164.4 million operating budget. Fund 1000 is relatively unchanged from last fiscal year and reflects a 1.2% increase from the previous year.

The decrease in the Arena Event Operations (Fund 1282) operating budget is the direct result of an anticipated \$11 million reduction in the budgeted arena management fee from \$17 million to \$6 million. The \$6 million fee is based on the assumption that the city's Jobing.com Arena would be managed by a professional management firm rather than the facility's anchor tenant, the NHL's Coyotes team. This reduction was offset by \$3 million in planned NHL loan repayments to the enterprise funds related to the 2011 and 2012 arena management fee committed to the NHL for management of the team and facility while a new team owner was sought. In addition, the arena renewal and replacement budget of \$500,000 was moved to this fund starting in FY 2014. This fund also includes the annual operating expenses associated with providing police, fire and transportation related services during events held at Jobing.com Arena.

The reduction in PC Replacement (Fund 1140) is due to the timing of scheduled inventory replacements as the City continues to extend the useful lives of all non-public safety related equipment. The Stadium City Sales Tax – AZSTA (Fund 1790) decrease of 11.3% reflects the most recent stadium revenue collections refunded to the AZSTA in accordance with the IGA that resulted in the stadium construction. Marketing Self-Sustaining (Fund 1870) operating budgets decreased due to planned expenditures tied to the FY 2013 bed tax increase being moved out of this fund and into a new Bed Tax (Fund 1750).

The next group is the special revenue fund group with a modest 3.6% increase in FY 2014. However, there are significant changes within the individual funds. For example, the Highway User Gas Tax (Fund 1340) operating budget increased over \$5 million or 75%. This increase is a direct result of increasing pavement management services throughout the city, as well as increases in street light electricity costs. The public safety special revenue fund budget will increase primarily due to labor costs related to union negotiations and retirement rate increases.

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, will see a 14.7% decrease. These grant funds include 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 Emergency Shelter (Fund 1830) and Transportation Grants (Fund 1650) that are included in the All Other Funds line on Table 2. 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 in terms of total operating budget dollars. However, it is important to note that the Community Housing Services (Fund 2500) increase of \$3 million, or 25.3%, is the direct result of increases in federal/state grant opportunities and was the reason for the 4.4% increase in the enterprise fund grouping.

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 2013 operating base budget. An explanation of significant changes from year to year is provided in the narrative following Table 3.

**Table 3: Comparison of All Funds**  
**Operating Budgets by Dept: FY 2013 vs. FY 2014**  
(All Dollars in Thousands)

Department Name	FY 2012	FY 2013	% Change
Police Services	\$75,365	\$77,605	3.0%
Water Services	\$45,824	\$46,452	1.4%
Public Works	\$42,056	\$44,699	6.3%
Fire Services	\$37,233	\$36,744	-1.3%
Human Resources & Risk Mgt	\$28,521	\$28,291	-0.8%
N'Hood & Human Svcs	\$21,793	\$26,611	22.1%
Financial Services	\$28,020	\$19,046	-32.0%
Transportation Svcs	\$17,307	\$19,018	9.9%
Parks, Rec & Library	\$17,649	\$16,770	-5.0%
Technology & Innovation	\$7,643	\$6,938	-9.2%
Communications	\$4,794	\$4,440	-7.4%
Community & Econ Dev	\$4,767	\$4,378	-8.2%
City Court	\$4,228	\$4,163	-1.6%
Miscellaneous Grants	\$4,961	\$3,724	-24.9%
City Attorney	\$3,055	\$3,068	0.4%
Mayor & Council	\$1,406	\$1,414	0.6%
City Manager	\$828	\$805	-2.8%
Non-Departmental	\$645	\$783	21.5%
City Clerk	\$699	\$597	-14.6%
Intergovt. Programs	\$641	\$477	-25.6%
City Auditor	\$292	\$297	1.9%
<b>Total Operating Budget</b>	<b>\$347,725</b>	<b>\$346,321</b>	<b>-0.4%</b>

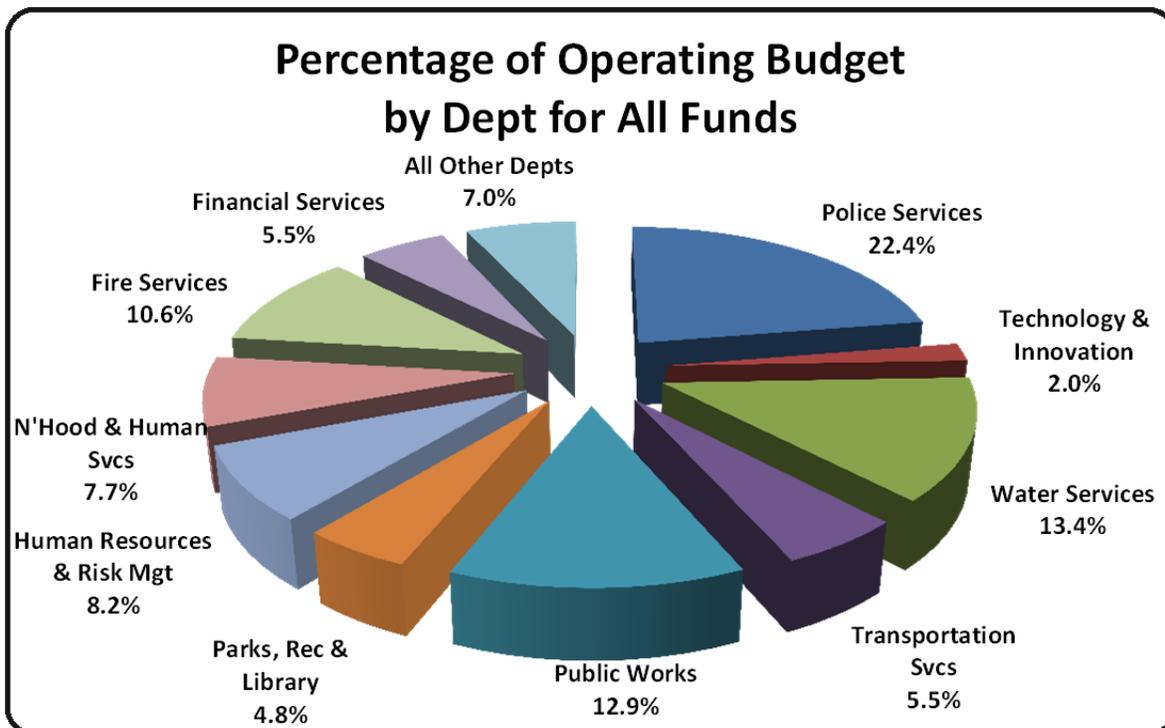
The Neighborhood & Human Services Department administers federally funded grant programs including C.D.B.G., HOME and Neighborhood Stabilization programs. Increased funding for these various grant programs and the addition of a \$1.3M contingency within Public Housing (Fund 2500) for potentially more federal funding in FY 2014 accounts for the majority of this department’s operating budget increasing \$4.8 million (22.1%).

As explained previously, the Financial Services Department’s operating budget includes the \$6 million arena management fee, down from \$17 million in FY 2013. The arena management fee decrease was offset by scheduled increases for NHL loan repayments to enterprise funds and the arena renewal and replacement budgets and these account for the 32% decline year over year.

The Miscellaneous Grants reduction of 24.9% is the result of the reduction of grant reserve appropriation that is set aside for smaller, non-recurring type grant opportunities that may arise during the fiscal year. Over the past three years these types of grant opportunities have declined, therefore our grant appropriation reserve is being reduced to closer reflect actual grant activity.

The Non-Departmental increase of 21.5% is the result of a \$139,000 unbudgeted carryover reserve item that was added for FY 2014. An arena management RFP and a special audit of selected issues were underway at the end of FY 2013 per Council direction. This unbudgeted carryover reserve will provide an appropriation cushion in FY 2014 if any part of these expenditures continues into FY 2014.

The City Clerk FY 2013 budget included \$110,000 of carryover for county elections, and this amount is not included in FY 2014, hence the 14.6% decrease. Also, the Intergovernmental Programs reduction of 25.6% is the result of a decrease in departmental FTE’s from 4 to 3.





The largest operating department, regardless of funding source, is **Police Services**, which accounts for \$77.6 million or 22.4% of the total operating budget. This department provides police protection and related support services such as 911 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 \$46.5 million, which makes up 13.4% of the total operating budget. This department is responsible for the enterprise funds that cover 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 including the treatment of wastewater for water reclamation purposes, water quality testing services for the city's drinking water and reclaimed water, and long-term water resource planning.

The next largest department in terms of funding is **Public Works** at \$44.7 million, which makes up 12.9% of the total operating budget. This department is made up of Field Operations and Engineering staff. Among the many services that this department provides are the following:

- The enterprise funds encompassing solid waste collection and disposal services and processing of recyclable products;
- building maintenance services for city facilities;
- street maintenance;
- fuel and equipment management services, including administration of the vehicle replacement fund;
- custodial services and graffiti removal; and
- design and construction management for all city capital projects.

**Fire Services** accounts for \$36.7 million or 10.6% 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 \$28.3 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 including the 3 separate funds for those 3 programs.

The next largest department in terms of funding is **Neighborhood & Human Services** at \$26.6 million, which makes up 7.7% 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 provided include:

## **BUDGET SUMMARY**

### **Expenditures**

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- 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 seventh largest department in terms of funding is **Financial Services**. It totals \$19.1 million or 5.5% of the total operating budget. It is important to note that \$6.5 million or 34% of the total Financial Services operating budget is related to the city-owned Jobing.com Arena and its facility management fee and replacement and renewal funding, both of which are administered within this department. This department provides financial information to the public, state agencies, bondholders, grantors, auditors, City Council and management. It is also responsible for budget development and management, banking services and investment management, debt management, city sales tax code and business licensing administration and the city's procurement services. Additional functions include preparation of external financial reports, managing the city payroll and accounts payable processes and maintaining, updating and testing budget input system changes and upgrades.

The next department in funding terms is **Transportation Services**; it totals \$19 million, and makes up 5.5% of the total operating budget. This department is responsible for transportation planning, traffic engineering, traffic signals and signs, striping, street lighting, transit services and educational program services to meet the transportation needs of the city and 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 ninth 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 as well as parks, open space and recreational facilities and activities for residents. This department accounts for \$16.8 million or 4.8% of the total operating budget. The library serves Glendale citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. The department also offers opportunities to enhance the social, physical, mental and economic health of the community by offering a wide variety of programs and events and it also maintains, protects and manages parks, open spaces, trails, right of way and aquatic and recreational facilities located throughout the community.

The **Technology & Innovation Department** expenses round out the top ten departments and this area accounts for another \$6.9 million or 2% of the operating budget. This department supports the City's technology infrastructure such as application support, network, data services and email and manages the technology replacement and telephone funds. 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: Communications, Community & Economic Development, City Court, City Attorney, Mayor and Council, City Manager, City

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Clerk, Non-Departmental, Intergovernmental Programs, Miscellaneous Grants and Internal Audit. These departments make up the remaining \$24.1 million or 7% of the total operating budget.

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

**Staffing and Personnel Issues**

As with any service organization, personnel costs are a significant part of the total operating budget of the city. In fact, 78% or \$102.1 million of the \$127.7 million FY 2014 operating budget for the General Fund (Fund 1000) is attributable to wages, salaries and benefits. Approximately two-thirds (69%) of the General Fund wages, salaries and benefits total is budgeted for Police and Fire Services as shown in Table 4.

**Table 4: General Fund 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	30,133	7,984	2,386	4,159	1,675	46,337
Fire Services	16,287	3,718	329	2,119	1,681	24,133
All Other	22,476	2,742	1,814	3,405	1,144	31,581
<b>Total</b>	<b>68,896</b>	<b>14,443</b>	<b>4,529</b>	<b>9,682</b>	<b>4,501</b>	<b>102,051</b>

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 111.75 FTE's or 6.1% from FY 2013 to FY 2014. The majority of the decreases were realized in the General Fund (Fund 1000) which accounted for a reduction in force equivalent to 85.75 (7.8%). Water & Sewer accounted for 9 FTE's (3.7%), Police Special Revenue 7 FTE's (5.9%), Fire Special Revenue 3 FTE's (5.9%) and the remaining minor staffing changes totaling 7 FTE's 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 with peak staffing reached in FY 2009. Staffing reductions were implemented from FY 2010 thru FY 2014 as a result of the recession. General Fund staffing has declined 28% from its peak, a loss of 393.01 FTEs, with 1,403.76 in FY 2009 to 1,010.75 FTEs for FY 2014.

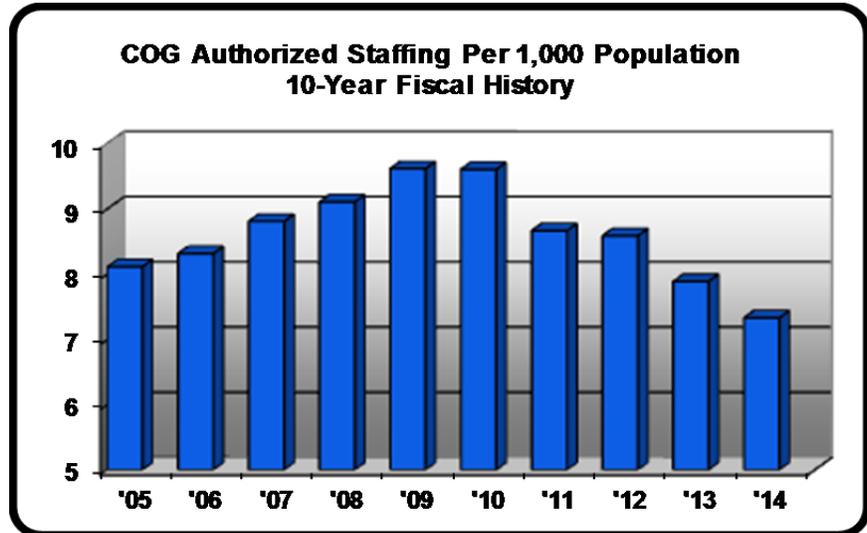
**Table 5: Staffing Levels by Fund**  
 (Full-Time Equivalents)

<b>Fund</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>
General-1000	1,389.76	1,202.26	1,198.88	1,096.50	1,010.75
Water and Sewer-2360/2400/2420	242.25	242.25	242.25	242.25	233.25
Police Special Revenue-1700	118.00	118.00	118.00	118.00	111.00
Sanitation-2480	80.00	80.00	79.00	74.00	74.00
Fire Special Revenue-1720	50.00	51.00	51.00	51.00	48.00
Transportation Sales Tax-1660	50.25	49.25	49.25	49.25	49.25
Landfill-2440	41.00	44.00	44.00	39.00	39.00
Highway User Gas Tax-1340	90.00	67.00	65.00	36.00	39.00
General Services-1040	41.00	37.00	34.00	34.00	31.00
Pub Housing Budget Activities-2500	25.00	24.00	24.00	25.00	24.00
Public Safety Training Center-2530	12.00	10.00	12.00	10.00	9.00
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	5.50
Parks & Recreation Self Sust-1880	5.00	7.00	7.00	7.00	5.00
Airport Special Revenue-1760	5.00	5.00	5.00	6.00	6.00
Civic Center-1740	7.00	6.00	6.00	5.00	4.00
Risk Management Self Ins.-2540	0.00	1.00	3.75	3.00	0.00
Court Security/Bonds-1240	1.00	2.00	2.00	3.00	3.00
City Sales Tax-Bed Tax-1750	0.00	0.00	0.00	0.00	2.50
Grants-1840	3.00	3.00	3.00	2.00	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	1.00	1.00
PC Replacement-1140	1.00	1.00	1.00	1.00	1.00
RICO Funds-1860	0.50	0.50	0.50	0.50	0.50
<b>Total</b>	<b>2,182.51</b>	<b>1,971.01</b>	<b>1,966.38</b>	<b>1,824.25</b>	<b>1,712.50</b>

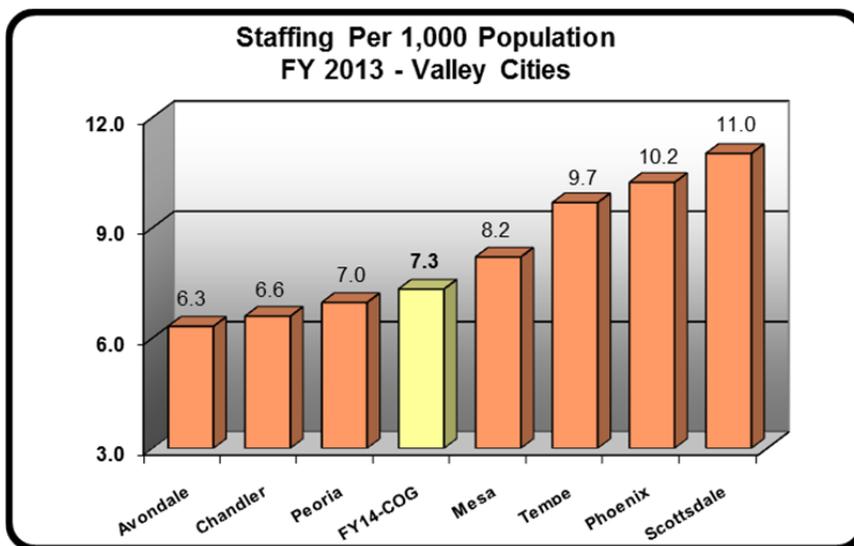
A frequently used comparison for government staff is FTEs per 1,000 in population. The total authorized staffing across all funds of 1,712.5 FTE positions will serve an estimated population of 233,611 at the start of FY 2014. This results in a staffing ratio of 7.33 employees per 1,000 residents in FY 2014.

The bar chart to the right provides a historical view of this measure for City of Glendale staffing. It shows that the FY 2014 ratio of 7.33 FTEs per 1,000 in population is less than the 8 FTEs per 1,000 in FY 2005.

The bar chart illustrates the earlier statement that staffing reductions were implemented over several consecutive years. The majority of the staffing decreases related to the elimination of vacant GF positions. While the FY 2012 staffing per 1,000 population saw a minimal reduction, a 142.13 FTE reduction in FY 2013 was followed by a 111.75 FTE reduction in FY 2014. These FTE reductions resulted in a staffing per 1,000 population figure that dropped 8.1% in FY 2013 and another 14.6% reduction in FY 2014.



Schedule 10, found in the *Schedules* section of this document, provides detail on the city’s authorized staffing by position for all departments and funding sources over a multi-year period.



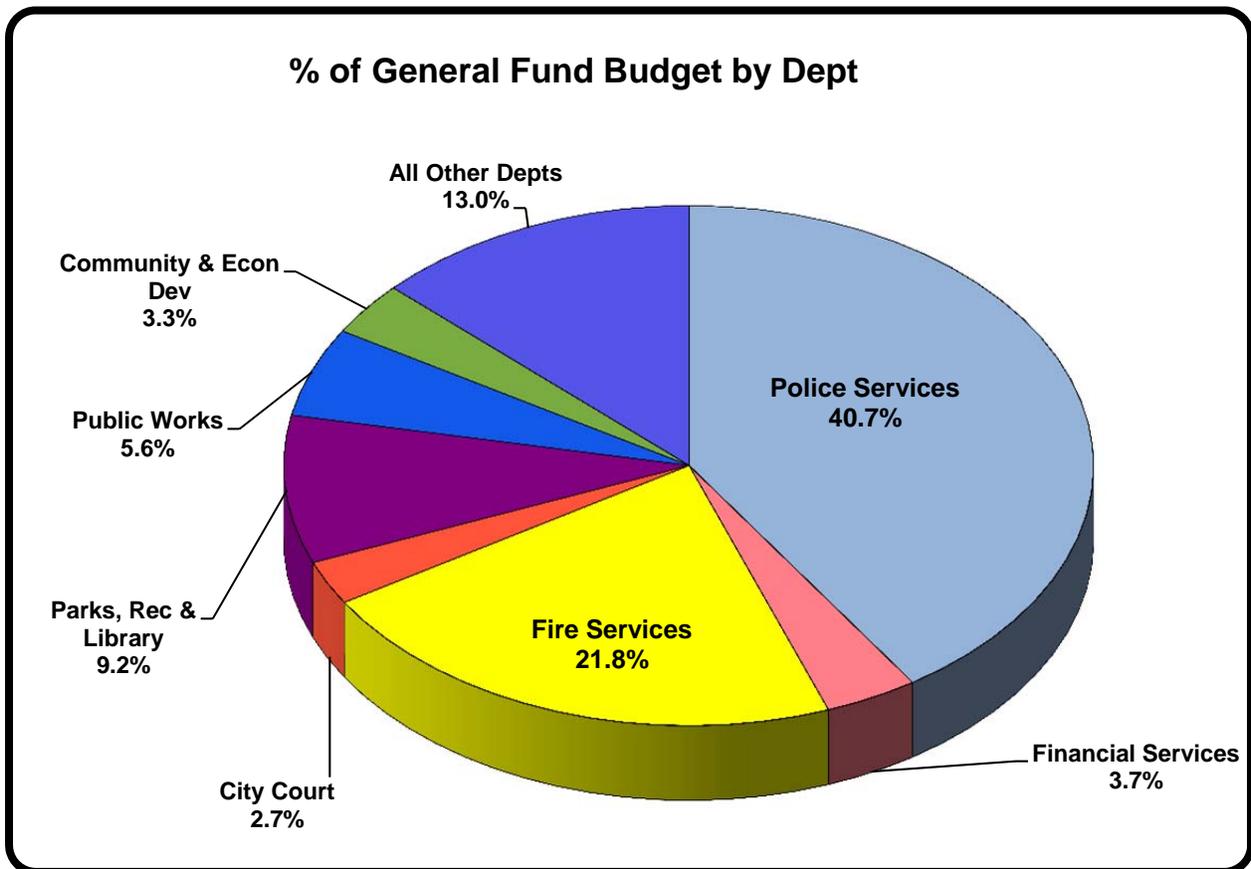
As the accompanying graph indicates, Glendale continues to maintain a low staff to population ratio compared to Mesa, Phoenix, Tempe and Scottsdale and does so without sacrificing the quality of services provided to residents. Please note that the ratio for all staffing-per-each-1,000 residents is from the FY 2013 adopted budget numbers except for the City

of Glendale, which represents the FY 2014 ratio. This is done because the FY 2014 adopted budget numbers for other cities was not known at the time this budget book was published.

### General Fund (Fund 1000) Operating Expenditures

The total operating budget for FY 2014 is \$127.7 million. Police Services, at 40.7% or \$51.9 million, is the largest component of the General Fund budget, followed by Fire Services at approximately 21.8% or \$27.8 million, Parks, Recreation & Library at 9.2% or \$11.7 million and finally Public Works at 5.6% or \$7.1 million. These four departments comprise 77.2% or \$98.6 million of the total General Fund operating budget. The remaining 22.8% or \$29.1 million of the \$127.7 million budget is within Financial Services, Community and Economic Development, City Court and the All Other Departments categories.

The All Other Departments category includes Technology and Innovation, City Attorney, Communications, Human Resources and Risk Management, Neighborhood and Human Services, Mayor and Council, City Manager, Non-Departmental, City Clerk, Intergovernmental Programs and City Auditor departments. The accompanying graph displays the General Fund budget by department as a percentage of the whole.



The following table compares the FY 2014 General Fund operating budgets by department to FY 2013 in tabular form.

**Table 6: General Fund Operating Budget By Dept**  
(All Dollars in Thousands)

<b>Dept Name</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>	<b>% Change</b>
Police Services	\$49,948	\$51,944	4.0%
Fire Services	\$25,661	\$27,794	8.3%
Parks, Rec & Library	\$12,880	\$11,734	-8.9%
Public Works	\$7,409	\$7,090	-4.3%
Financial Services	\$4,410	\$4,751	7.7%
Community & Econ Dev	\$4,506	\$4,236	-6.0%
City Court	\$3,570	\$3,495	-2.1%
Tech. & Innovation	\$3,495	\$3,345	-4.3%
City Attorney	\$3,055	\$3,068	0.4%
Communications	\$2,778	\$2,462	-11.4%
HR & Risk Mgt	\$1,721	\$1,757	2.1%
N'Hood & Human Svcs	\$2,177	\$1,629	-25.2%
Mayor & Council	\$1,406	\$1,414	0.6%
City Manager	\$828	\$805	-2.8%
Non-Departmental	\$645	\$783	21.5%
City Clerk	\$699	\$597	-14.6%
Intergovt. Programs	\$641	\$477	-25.6%
City Auditor	\$292	\$297	1.9%
<b>Total</b>	<b>\$126,118</b>	<b>\$127,678</b>	<b>1.2%</b>

The bullet points below provide an explanation for the material changes in the FY 2014 General Fund departmental operating budgets.

- The Police and Fire Services operating budgets increased by \$2 million (4%) and \$2.1 million (8.3%), respectively, due to salary and benefit related increases negotiated by the labor unions and employer contribution rate increase required by the Public Safety Personnel Retirement System.
- The majority of the Parks, Recreation & Library reduction, or \$856,000 (8.9%) pertained to cutbacks in parks and recreation operations and was spread across multiple programs. However, this parks and recreation reduction was offset by a \$400,000 FY 2014 supplement to their budget to increase the city's utilities expenditure budget. Library operations saw a reduction of \$690,000 out of its FY 2013 adopted budget.
- The Public Works Department reduced Field Operations by \$266,000 and Engineering by another \$53,000, totaling \$319,000 (4.3%). However, the department's budget actually saw reductions of \$619,000 spread out within engineering design, cemetery, downtown

parking garage, administration and warehouse operations, as well as the movement of some operating costs from Public Works to other General Fund divisions (e.g, downtown beautification security officers to Police Department) and other funds (e.g. graffiti removal to HURF). These reductions were ultimately offset by a \$300,000 electricity budget supplemental increase.

- Despite additional staffing reductions, the Financial Services Department's General Fund operating budget increased 7.7% due to the transfer of four FTE's from the Water/Sewer Fund to reflect the fact that the positions' duties were focused on sales tax issues rather than water/sewer issues, increases in scheduled lease debt principal and interest payments as outlined on Schedule Eight, and a \$104,000 supplemental related to an accounting change in how bank fees are recorded.
- The Communications Department operating budget decreased 11.4% as a result of a 1.5 FTE reduction in the Cable Communications Division from FY 2013 adopted budget levels, as well as the transfer of the Tourism General Fund operating budget to the new Bed Tax Fund.
- The Neighborhood and Human Services Department decreased by \$548,000. The reduction of a Neighborhood Partnerships FTE and a deputy city manager FTE, in addition to reduced CAP local match and community revitalization funding drove the department's 25.2% reduction in the operating budget year over year.
- The increase of \$138,000 in the Non-Departmental budget is a direct result of an additional carryover appropriation reserve that was established to cover Council approved payments related to the hiring of an outside firm to conduct an RFP for arena management services for the city's Jobing.com Arena, city manager recruitment and a special audit of selected issues from prior FYs, all of which were not completed by the end of FY 2013.
- The City Clerk Office reduction of 14.6% is related to \$110,000 of elections carryover funding that was included in the FY 2013 budget and expended during that fiscal year. No elections carryover funding is included in the FY 2014 budget.
- The last department with a significant operating budget change from FY 2013 to FY 2014 is Intergovernmental Programs. This budget was reduced by 25.6% due to the elimination of a vacant position reducing authorized staffing from four FTE's to three, in addition to a \$65,000 reduction in the professional and contractual budget.

## **General Fund Transfers to Other Funds**

The General Fund supports a number of other funds within the city and these transfers compete with normal operating budget needs for General Fund operating resources. The amount of support can vary from year to year based on projected revenues and expenditures for the supported funds, as well as debt service schedules. A net transfer amount of \$36.5 million is projected to be transferred to other funds in FY 2014. This amount is a \$6.5 million or a 22%

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increase from the net General Fund transfers included in the FY 2013 budget due primarily to a higher MPC debt service payment in FY 2014.

The \$36.5 million transfer includes \$13.2 million for stadium/arena/spring training event operations and NHL loan repayments to the enterprise funds. The \$13.2 million includes the \$6.5 million arena management fee and arena renewal and replacement.

Another transfer of \$21.3 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, a portion of the Glendale Regional Public Safety Training Center and the Camelback Ranch spring training ballpark. The \$21.3 million is the net amount after accounting for expected revenue per the respective development agreements for the various facilities named above.

\$900,000 will go to the Transportation Fund and is done annually per the 2001 election approving the transportation sales tax. A transfer of \$270,145 will be made to the Marketing Special Events Fund to support the special events held in downtown Glendale. Other transfers totaling \$1.1 million will go to the Civic Center, Airport, Housing, Bed Tax, Employee Group and CAP grant funds.

Transfers between funds are detailed in Schedule 4 of the Schedules section of this document.

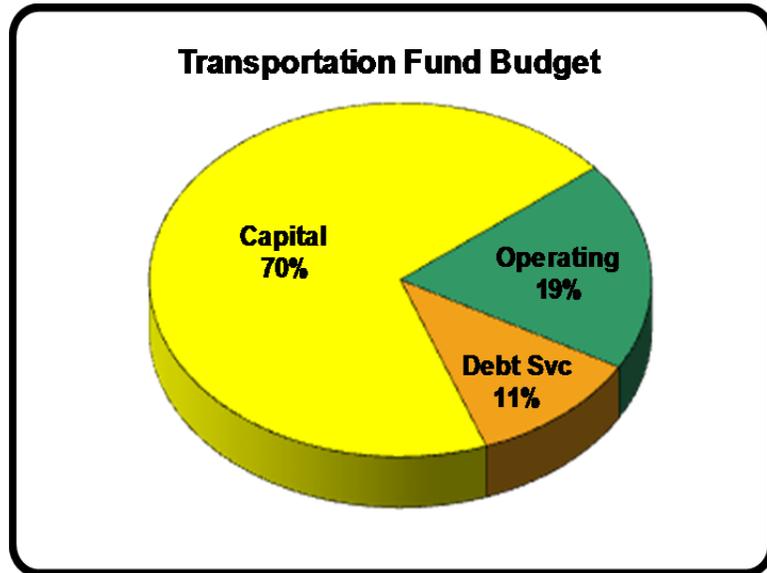
### **Police and Fire Sales Tax Fund Expenditures**

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 \$15.6 million will be appropriated from the Police Special Revenue Fund to provide police services. An additional \$6.9 million from the Fire Special Revenue Fund is designated to provide fire protection and emergency medical services. The Police fund supports 111 authorized police staffing positions while the Fire fund supports 48 fire staffing positions.

### **Transportation Fund Expenditures**

The Transportation Fund includes operating, capital and debt service expenses related to providing a range of transportation services in accordance with the ballot initiative that Glendale voters approved in a 2001 election. Although the majority of expenditures totaling \$45.5 million are budgeted for capital outlays (including grant funded capital projects), the total operating budget of \$12.5 million is used for Fixed Route services (public transportation) at \$4.3 million and Dial-A-Ride at \$2.6 million. The latter program serves physically challenged residents and individuals with special transportation needs.

The Transportation Program Management division includes funding for the streetlight maintenance contract and program audit services, as well as various other items and has a total budget of \$3 million. The remaining \$2.6 million, or 21% of the operating budget, is used for traffic engineering, safety education, traffic mitigation, management oversight and grant related operating appropriation. Debt service payments totaling \$7.3 million are budgeted for FY 2014 and represent the final appropriation component.



### **Airport Fund Expenditures**

The Airport Fund operating budget is \$674,219 that is funded by airport revenues of \$481,175 with the remaining \$193,044 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 and expenditures. Once runway and facility improvements are completed, and the economy fully 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.

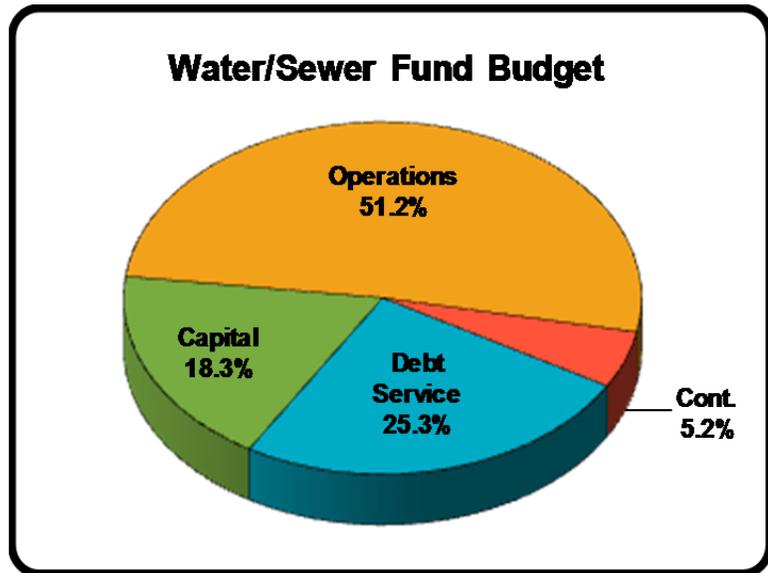
### **Water/Sewer Fund Expenditures**

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 \$49 million for FY 2014. 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). Water distribution, wastewater collection, customer service and utilities administration costs make up another \$21.2 million. The remaining \$9.6 million of the operating budget is used for meter maintenance, central system control, water quality testing and information management services.

Many significant capital projects are planned for FY 2014 and they account for the \$17.6 million in capital expenditures, as well as the corresponding \$24.2 million in debt service payments required for those capital projects and capital projects completed in past fiscal years. The *Capital Improvement Plan* of this book includes project descriptions and detailed cost estimates for all planned water and sewer capital projects. A \$5 million contingency appropriation is supported by fund balance and will be used at the direction of City Council for any unplanned emergencies or if any capital construction projects get ahead of schedule.



### **Landfill Fund Expenditures**

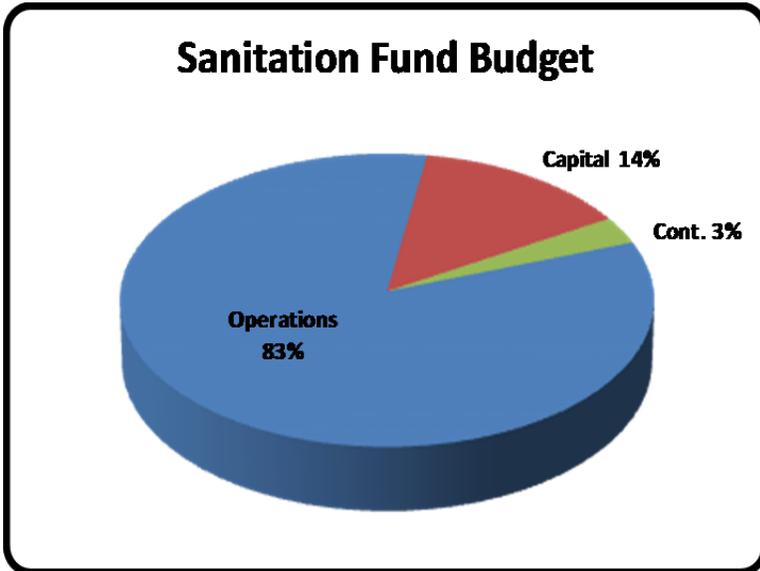
The total operating budget for FY 2014 is \$7.1 million, relatively unchanged from the \$7 million in FY 2013. Landfill operations total \$3.2 million, the materials recycling facility accounts for \$1.8 million and other recycling at \$1 million, all of which accounts for 82.8% of the operating budget. The remaining amount, or \$1.2 million, is used for solid waste administration and landfill gas management.

The FY 2014 capital budget totals \$11.2 million and will be used primarily to pay for a scale house, road relocation, soil excavation and closure costs. The Landfill Fund has a \$768,397 debt service budget used to pay back revenue bonds associated with capital projects and equipment. The fund also has a \$2 million contingency appropriation to be used at City Council discretion for emergencies.

The recycling program has been in operation for just over a decade and includes the recycling education and inspection programs and the full cost of the materials recycling processing facility. Recycling accomplishes a number of objectives such as improving the environment by extending the life of reusable resources, 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 2014 is \$13.7 million, a 4.4% decrease from the \$14.3 million in FY 2013. Residential curb service includes trash, recycling and loose trash collection and accounts for \$9.5 million or 70% of the operating budget. The commercial front-load and roll-off divisions account for another \$4.2 million.



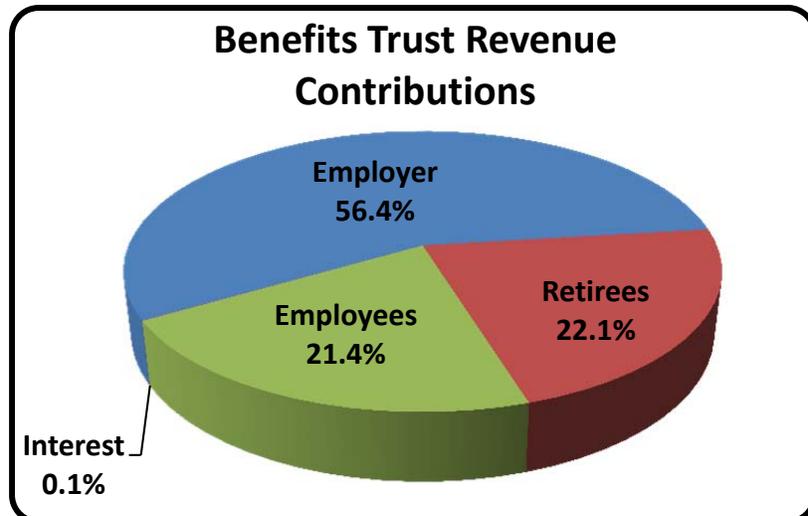
The FY 2014 capital budget includes \$2.3 million for the purchase of side load refuse trucks and replacement pickup trucks. There is no Sanitation Fund debt service budget as all capital items have been financed with cash or an operating lease rather than long-term bond debt. The fund also has a \$500,000 contingency appropriation to be used at City Council discretion for 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 2014.

FY 2014 projected revenues total \$24.4 million and include \$13.7 million from employer contributions, \$5.2 million from employee contributions and retiree contributions totaling \$5.4 million. Modest interest earnings projected at \$18,000. The graph below shows the breakdown of the FY 2014 Benefits Trust Fund revenue budget by contribution category.

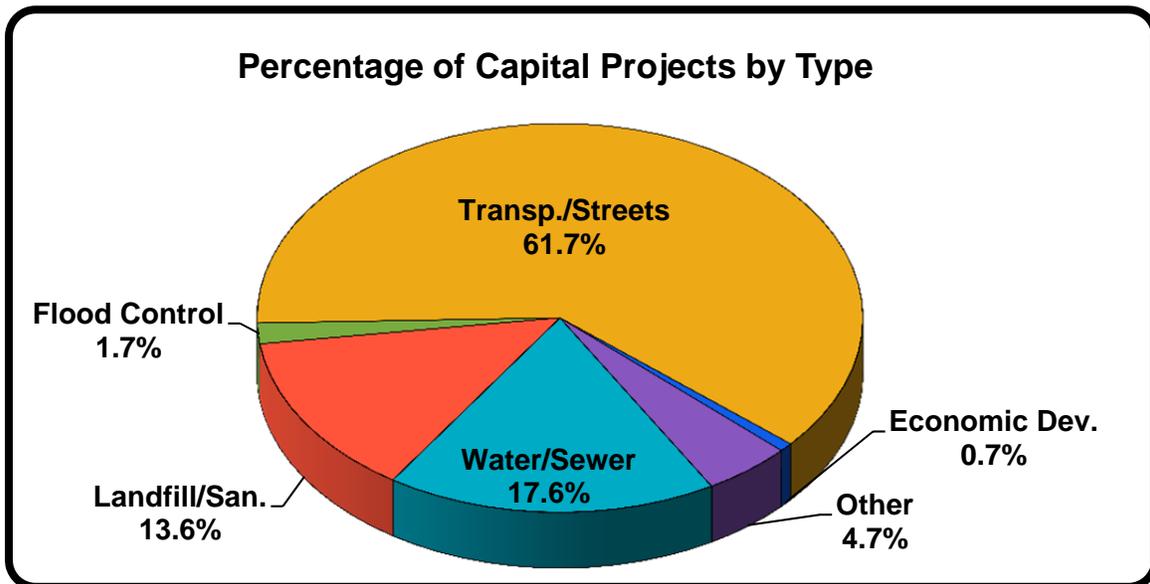
Revenue inflows to the fund increased in FY 2014 to address a beginning fund balance deficit that was projected to be approximately \$2 million. The fund is projected to end the year in a break even position, at a positive \$36,541.



FY 2014 benefit rate increases for employees and retirees were implemented to help the fund recover more of the costs being incurred; they are expected to generate an additional \$3 million in revenue compared to FY 2013 estimated revenues. The employer also increased its contributions and is expected to generate an additional \$827,231 in revenue for FY 2014 compared to FY 2013 estimated revenue. The health insurance contract will be competitively bid during FY 2014 and significant changes to health insurance options are expected for FY 2015 and beyond. The goal for FY 2015 and beyond is to restore the fund to an improved financial position.

### Capital Improvement Plan Expenditures

The total capital budget for FY 2014 is \$99.6 million, and 95.3% of this amount relates to transportation (61.7%), water/sewer (17.6%), landfill/sanitation (13.6%), flood control (1.7%) and economic development projects (.7%). The remainder of the capital budget is spread out over eighteen different capital funding sources (4.7%). 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 2014. For more details, please refer to the *Capital Improvement Plan* section of this document.



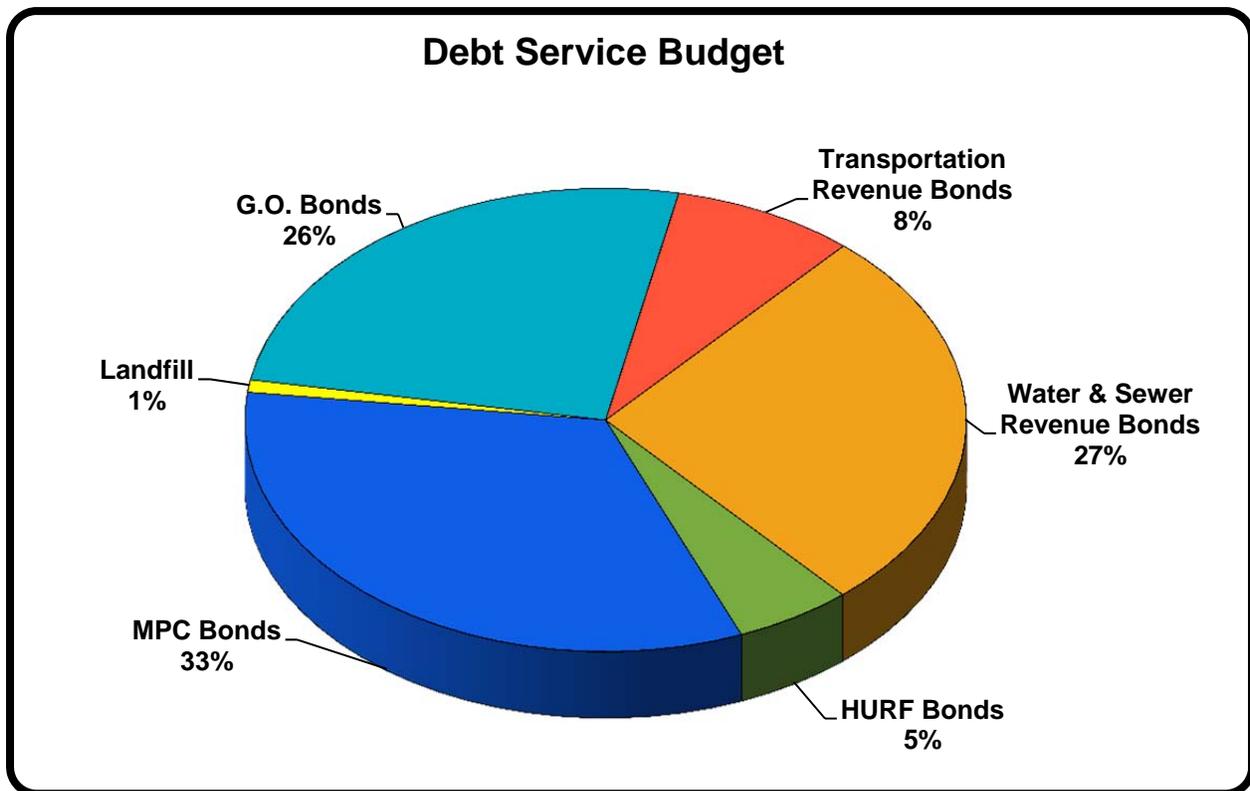
The \$99.6 million includes carryover appropriation from FY 2013 of \$52.9 million to complete existing projects and \$46.7 million for new projects. This is a decrease of \$6.6 million, or 6.2%, compared to the FY 2013 capital improvement budget of \$106.2 million. New funding included in the FY 2014 capital budget increased by \$14.8 million. However, this increase was more than offset by a decrease in funding for carryover capital projects that was reduced by \$21.4 million year over year and drove the \$6.6 million reduction in the capital plan. The majority of the decrease in carryover funding occurred in the Water/Sewer Fund which saw its overall capital budget (new funding plus carryover) decline by \$14.4 million from FY 2013 to FY 2014.

## 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* and it is a separate document that the Finance Division develops in conjunction with the Management and Budget Division. The *Debt Management Plan* was updated and presented to City Council in January 2012. It 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 2014 is \$89.2 million, compared to \$86 million in FY 2013. 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 *Debt Service* section in this budget document.



## CONCLUSION

This *Budget Summary* is intended to provide a general overview of the FY 2014 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 use a business-based approach to providing and evaluating city services. Accompanying this approach are departmental business plans that are based on the City Council's strategic priorities. In future city budgets, the Mayor and Council's vision for the community will continue to be outlined and then translated into specific actions and programs through departmental business plans. This will then guide the budget process to ensure the Council goals are achieved through each dollar spent by the city.

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

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

The City of Glendale publishes several other documents that may be of interest and assistance in understanding city operations. These include the *Comprehensive Annual Financial Report* and *Debt Management Plan*, available from the 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, 3<sup>rd</sup> Floor  
Glendale, Arizona 85301  
Phone: (623) 930-2264



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## Financial Guidelines

Annual Budget, 2013-2014

## **FIVE-YEAR FORECAST**

### **INTRODUCTION**

Glendale's annual and long range budgeting process is shaped and guided by the three key foundation documents contained within the Annual Budget. They are the City of Glendale's *Five-Year Forecast*, *Financial Plan* and *Financial Policies*. Together these documents help the City Council ensure that, regardless of changing economic times, city government has the financial stability and economic resources it needs to provide essential services and maintain Glendale's high quality of life in future years.

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

### **WHY DO WE DO FORECASTS?**

Forecasting is such an automatic part of our lives that most of us do it every day without giving the process much conscious thought. For example, if you drive to work, you will make many assumptions and predictions about how various factors will affect the length of time it will take to make the trip. These activities are the most basic elements of the forecasting process.

From past experience, you can reasonably predict how long the trip takes under normal circumstances assuming you drive at the legal speed limit and meet all traffic requirements such as red lights and stop signs. You might adjust your travel forecast and leave home a little earlier on Mondays when traffic is usually heavier, or if it is raining, or you have to pick up a co-worker on that particular day. You might factor in some extra time for unanticipated but common events such as a traffic accident, a closed freeway lane on your route or other events that might slow your progress and increase your travel time.

Once you are on the road, you will be continually fine-tuning your forecast. As you drive you might look ahead to the short-term future, checking the progress of the cars in front of you, and periodically changing traffic lanes to stay on your projected schedule. You might also look a little further into the future, to the next traffic light or the freeway on-ramp. If the access ramp looks too congested, you might decide to alter your route to avoid a possible freeway backup. Continuous monitoring and fine-tuning adjustments are also characteristic of the budget forecasting process.

If past experiences, assumptions and predictions regarding future events were reasonably accurate, resulting in a reliable forecast, you should expect to arrive at work on time. However, even with the best information and forecasting tools, there may be rough spots in the road—those unknown or uncontrollable variables that can never be predicted in advance. For instance, your actual versus forecast results will be very different if, when you try to start your car in the morning, you discover the battery is dead.

Forecasting our individual, daily routines is relatively simple. However, forecasting becomes increasingly difficult as goals and objectives become more varied and complex, and less reliable as the forecast period lengthens. The number of and potential for unpredictable events and uncontrollable variables also becomes much greater. For example, it is harder to forecast for a vacation next year than to forecast your daily trip to work. It is harder still to plan for that vacation in a way that will not have a negative effect on other, longer-range objectives, such as saving enough money to purchase a home in five years.

Most cities go through this type of forecasting process on a much grander scale, using more sophisticated tools to evaluate their current status in relation to their short and long-range goals and objectives. They also make predictions about how future events and circumstances will or may affect their financial stability.

### **THE CITY'S FORECAST**

The *Five-Year Forecast* is guided by City Council's continued vision of 'one community' and the supporting strategic goals and key objectives. The 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.

### **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 in all major funds—equal to 10% of the 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, the 10% unassigned fund balance may be appropriated as contingency appropriation with City Council approval.

An additional GF “operating reserve” will be maintained with an upper goal 15% of the average GF ongoing revenues for the preceding five fiscal years. The operating reserve is intended to be an additional reserve for unexpected events and will not be appropriated. Any use of the operating reserve funds must be approved by the Council.

## **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 \$232.40 in 2012, an increase of 124.3%.

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.

<b>CPI - Urban Users (Western Region)</b>								
<b>Year</b>	<b>Index</b>	<b>% Increase</b>	<b>Year</b>	<b>Index</b>	<b>% Increase</b>	<b>Year</b>	<b>Index</b>	<b>% Increase</b>
1984	103.6	Base Year	1996	157.6	2.67%	2008	219.6	3.49%
1985	108.0	4.25%	1997	161.4	2.41%	2009	218.8	-0.38%
1986	110.5	2.31%	1998	164.4	1.86%	2010	221.2	1.09%
1987	114.3	3.44%	1999	168.9	2.74%	2011	227.5	2.84%
1988	119.0	4.11%	2000	174.8	3.49%	2012	232.4	2.15%
1989	124.6	4.71%	2001	181.2	3.66%	2013*	234.6	0.95%
1990	131.5	5.54%	2002	184.7	1.93%	1984 - 2012 Total            124.30% 1984 - 2012 Avg                2.93% 2003 - 2012 Total            23.21% 2003 - 2012 Avg                2.33% * 2013 = Jan to Apr Average		
1991	137.3	4.41%	2003	188.6	2.11%			
1992	142.0	3.42%	2004	193.0	2.33%			
1993	146.2	2.96%	2005	198.9	3.06%			
1994	149.6	2.33%	2006	205.7	3.42%			
1995	153.5	2.61%	2007	212.2	3.17%			

The average annual inflation rate has been averaging about 2.93% since 1984. From 2003 to 2012, the average inflation rate has been lower, averaging 2.33%. 2009 marked the first time since 1984 that the average inflation rate declined year over year. However, that trend was short lived as 2010 through 2012 saw increases each year. During the first four months of 2013, the inflation factors increased by an average of 0.95%.

**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 229,501 residents in 2004—a 96% increase. Population growth leveled off from the high growth experienced in the 1990s and the early years of the current decade given that the 2012 population figure of 229,008 is almost unchanged from 2004.



The following table shows the historical and projected population growth and percentage increases for years 1984 through 2018, measured as of the beginning of the fiscal year. The data included in the table was supplied by the Community & Economic Development Department.

**City of Glendale Population at Start of Fiscal Year**

Year	Population	% Increase	Year	Population	% Increase
1984	117,348	4.49%	2001	223,748	1.84%
a 1985	122,392	4.30%	2002	225,206	0.65%
1986	127,486	4.16%	2003	227,712	1.11%
1987	132,581	4.00%	2004	229,501	0.79%
1988	137,675	3.84%	e 2005	231,126	0.71%
1989	142,769	3.70%	2006	230,455	-0.29%
b 1990	148,134	3.76%	2007	230,643	0.08%
1991	151,558	2.31%	2008	230,658	0.01%
1992	155,916	2.88%	2009	229,241	-0.61%
1993	161,688	3.70%	f 2010	227,217	-0.88%
1994	168,874	4.44%	2011	227,416	0.09%
c 1995	182,615	8.14%	2012	229,008	0.70%
1996	186,500	2.13%	* 2013	231,298	1.00%
1997	191,612	2.74%	* 2014	233,611	1.00%
1998	196,820	2.72%	* 2015	235,947	1.00%
1999	208,095	5.73%	* 2016	238,306	1.00%
d 2000	219,706	5.58%	* 2017	240,689	1.00%
			* 2018	243,096	1.00%

Notes:  
 a 1985 Special Census  
 b 1990 Census  
 c 1995 Special Census - includes Luke AFB  
 d 2000 Census  
 e 2005 Special Census (September 1)  
 f 2010 Census  
 \* Projected Population Figures  
 All population counts and estimates from 1995 forward include Luke AFB

**EMPLOYEE SALARY ADJUSTMENTS**

The forecasting models are normally programmed to include pay range or “market” adjustments for city employees. With the guidance of the Human Resources Department, Council sets a target of providing a pay range adjustment that is based on a market survey of other Valley cities and therefore may vary depending on whether a job classification is below market, at market or above market. Prior to the implementation of this practice a few years ago, the pay range adjustment was tied solely to the consumer price index and the western region inflation rate. Pay range adjustments and merit increases are not automatically given to non-step plan employees. Council must specifically approve merit and/or pay range adjustments for non-step plan employees for the upcoming fiscal year as part of the budget development process. Both increases are also based on the city’s ability to pay in any given year. For FY 2014, no pay increases are included in the forecast for non-step plan employees.

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 2014 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 Public Works and Technology & Innovation 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 lowered to 75% (50% ongoing and 25% one-time) and the FY 2010 and FY 2011 GF contributions remained 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 2014 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:

- Non-public safety 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 Eight 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. Camelback Ranch, the spring training ballpark, was refinanced from PFC (Public Facilities Corporation) debt service into MPC debt service during FY 2013. Starting in FY 2014, the GF contribution for MPC debt service ranges from \$21.3 million to \$24.1 million each year.

Refer to Schedule Seven 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.

## **GF REVENUE FORECAST**

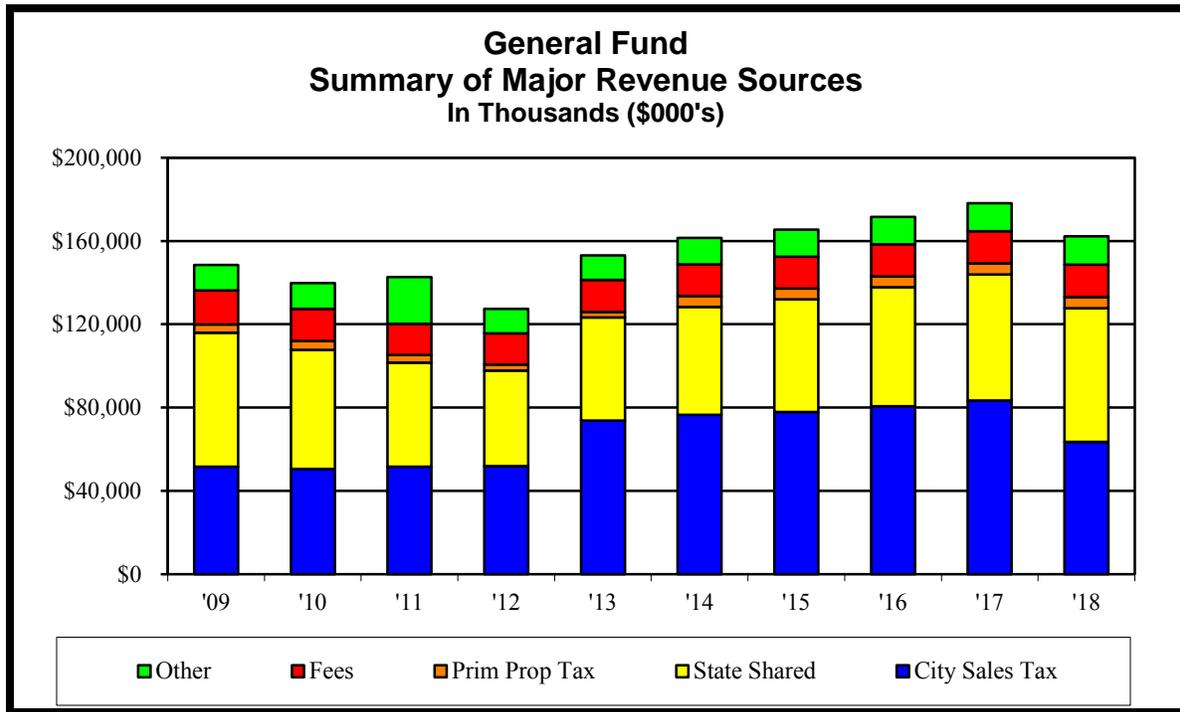
The local and national economy has changed significantly over the past year. In the spring of 2008 we knew the housing market was in flux as a new equilibrium point between buyers and sellers was being established. Credit also had tightened for consumers and businesses. Business investment had slowed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

These national conditions deteriorated rapidly during the summer and fall of 2008 and continued into 2009 as the credit markets froze for consumers and businesses resulting in a precipitous decline in business investment and consumer spending. Then the ranks of the unemployed began to grow and continued to swell into 2011. Although the economy started 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.

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 3.8% increase in city sales tax collections for FY 2014.

The following graph provides historical data as well as projections for the major revenues sources of the GF. The graph illustrates the relative importance of city sales tax and state-shared revenues in comparison to our overall GF revenue base. 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).



Note: FY '09 thru FY '12 reflect actual numbers and FY '13 forward reflect projections

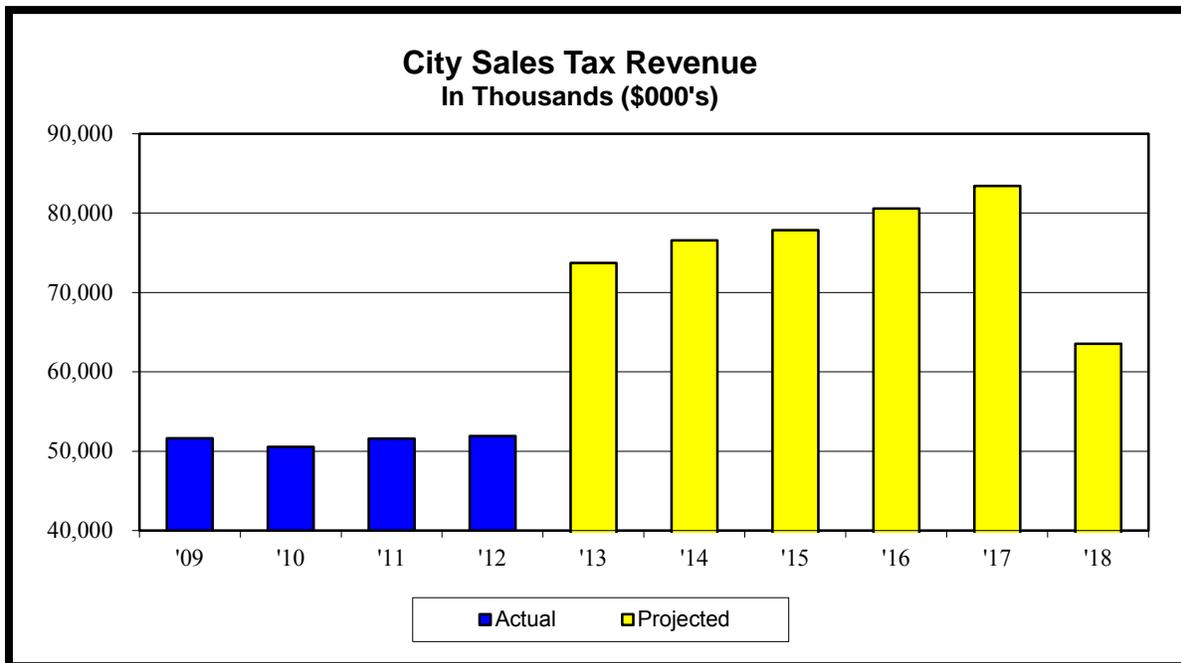
## City Sales Tax

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 47% of the city’s GF revenue budget for FY 2014. This percentage is projected to remain stable for the forecast period, until the expected sunset of the 7/10ths of one cent sales tax in FY 2018, at which time the percentage will drop to 39%.

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 remained relatively even from FY 2009 (\$51.6 million) through FY 2012 (\$51.9 million). However, FY 2013 included a modest increase of 1.5% and FY 2014 through FY 2018 includes an average annual increase of 3%. This expectation is based on the continued expansion of Glendale’s sports, entertainment, office and retail destination area, and the continued attraction of diverse job growth industries to the city. It also is based on the expected growth in Arizona’s population and disposable personal income as projected by various experts on the Arizona economy.

The graph below provides a historical look at city sales tax revenue, as well as the projected revenues for city sales tax over the forecast period. FY 2013 included a planned sales tax increase of 7/10ths of one cent that will generate approximately \$23 million each year during the forecast period until its expected sunset in FY 2018.

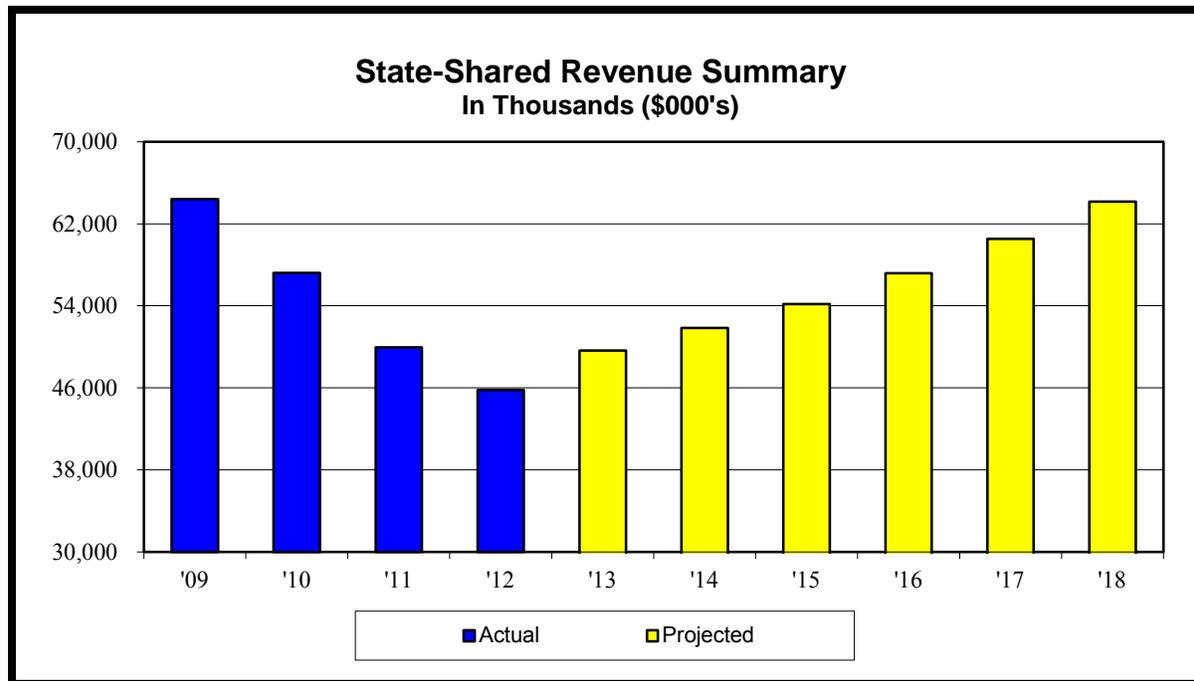


### State-Shared Revenue

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 32.1% or \$51.8 million of the city’s GF revenue budget for FY 2014. This is a precipitous drop from the 39.5% level or \$64.4 million that was collected in FY 2009.

The forecast period assumes an overall percentage of revenue between 32.1% and 34% through FY 2017 (before the 7/10ths of one cent sales tax sunset) 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 an average of \$3 million per fiscal year through FY 2018 when it is projected to reach \$64.1 million due primarily to a projected increase in state income tax receipts.

The forecast for each state revenue source is developed separately and compared to the state’s forecast for these revenue sources. State income tax projections are based on a trend forecast and adjusted for the revenue actually collected by the state as its distribution to the cities lags by two years. Forecasts done by Arizona economists, who use projected state personal income growth as a key variable, are also considered in the development of our projections. State sales tax estimates are based on a model similar to the city sales tax forecast. The forecast model assumes that the motor vehicle in-lieu will increase at its historic rate.



The average annual growth rate for state shared revenue collections decreased by 9.6% from FY 2009 through FY 2012, but they are projected to rebound in FY 2013 by 8.4%. State-shared revenues are directly affected by the economic climate as well as legislative changes such as income tax rate reductions and/or adjustments to distribution formulas – both of which have occurred over the last several years. The forecast assumes an annual average growth rate of 5.9% in FY 2014 - FY 2018 as the national economy rebounds.

## Property Tax

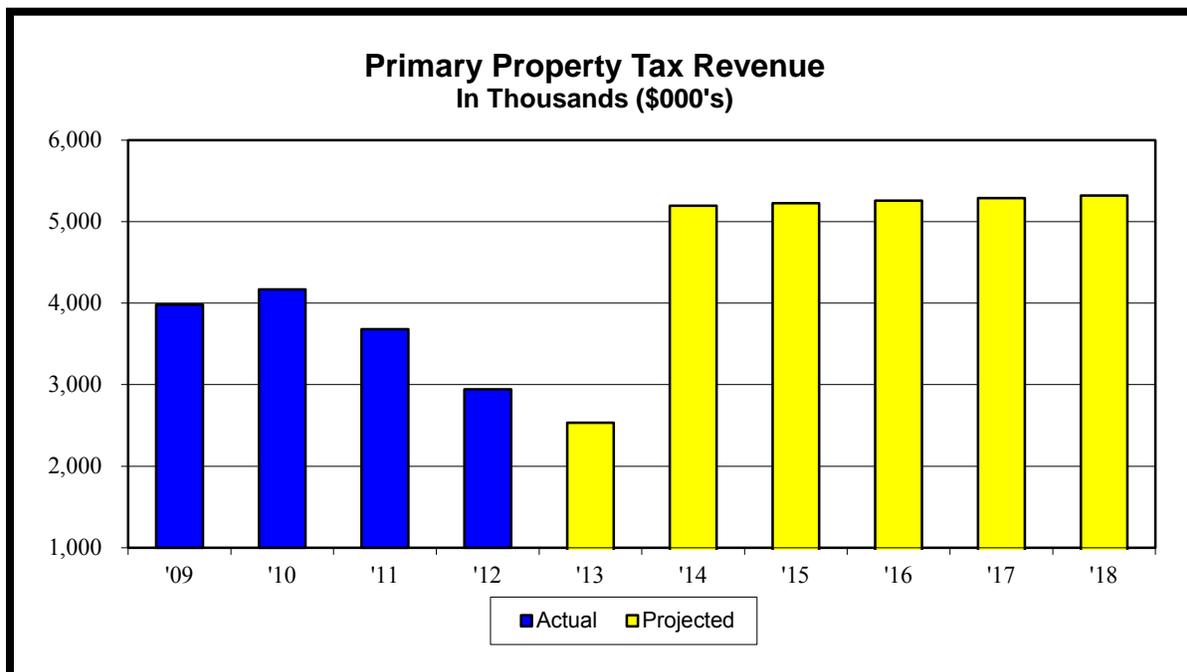
Arizona’s property tax levy consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any lawful purpose. It is the primary property tax revenue that is included in the GF. The secondary property tax is an unlimited levy that can be used 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 3.2% of the total, or \$5.2 million for FY 2014. 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 2014, Glendale’s total property tax will increase from \$1.9005 to \$2.2889. This rate is made up of the primary property tax rate of \$0.4974 (which was increased from \$0.2252 to the maximum state allowable limit) and the secondary property tax rate of \$1.7915 which reflects an increase of \$0.1162 from the FY 2013 rate of \$1.6753. 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. The sharp increase in FY 2014 is the direct result of raising the primary property tax to the maximum state allowable limit, which equated to a 120.8% increase in the rates provided in the previous paragraph. The remainder of the forecast period includes a very conservative 0.6% average increase over the forecast period.



## **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



finances, and fees related to planning and zoning issues. This category also includes revenues from cable, gas and electric franchise fees, income from the rental of city facilities, cemetery services and the miscellaneous category.

Total projected fees and charges are expected to be \$15.2 million in FY 2014, about 9.4% of total GF revenue. By FY 2018, revenue from fees and charges is expected to grow to \$15.6 million. FY 2014 revenue is projected to decrease slightly by 1.7% over the previous fiscal year, but the average growth rate for the remainder of the forecast period is 0.7%.

## **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 total general staff and administrative service charges for FY 2014 are \$9.2 million and comprise about 72.4% of the "other" revenue category which is projected to total \$12.7 million in FY 2014. The \$12.7 million represents only 7.9% of total GF revenue. The other revenue category is anticipated to increase by 8.1% in FY 2014 and then grow by an average of 1.8% each year through the remainder of the forecast period. This revenue category also includes interest, city property rental and miscellaneous income.

## **GF 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 General 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 FY 2013. The tax is expected to be in effect for five years and then sunset in FY 2018. In addition, ongoing cost reduction/cost saving measures totaling \$3.5 million were needed in FY 2014 to balance the budget and allow for a projected ending fund balance/reserve of \$8 million.



FY 2015, the second year in the forecast period, will present additional challenges to the city as the forecast calls for an additional \$4.8 million of cost reduction/cost savings measures and/or revenue generation strategies. This is due in large part to changes in the principal and interest amounts that relate to the MPC debt service (including the Camelback Ranch Spring Training Facility). 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 2015 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 \$8 million in FY 2015 to \$20 million in FY 2018. At that point, the 7/10ths of one percent sales tax will sunset and GF revenues are projected to be \$162.3 million and projected expenditures will be \$171.8 million. The resulting imbalance of \$9.5 million of expenditures over projected ongoing revenues will create a situation where an equivalent amount of cost reduction/cost savings measures and/or revenue generation strategies is required to maintain the fund balance reserve. The Five-Year Forecast Summary schedule that appears below summarizes the beginning fund balance, revenues and expenses.

<b>General Fund: <u>Five-Year Forecast</u></b>					
(\$'s in Millions)					
	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$11.5	\$8.0	\$8.0	\$12.5	\$20.3
Revenue	161.5	165.5	171.6	178.1	162.3
Expenditures	(131.9)	(128.2)	(128.7)	(128.7)	(132.5)
COS Exp Cuts:	3.5	4.8			9.5
Inflationary Adj (3%)		(3.8)		(3.8)	
Transfers Out *	(30.5)	(32.3)	(32.5)	(31.8)	(33.3)
Arena Mgt Fee	(6.0)	(6.0)	(6.0)	(6.0)	(6.0)
Ending Balance:	\$8.0	\$8.0	\$12.5	\$20.3	\$20.3
Contingency % (Goal = 10%)	5%	5%	7%	11%	12%

\* MPC Debt Svc, NHL Loan Repayments, Arena/Stadium/CR Ops, Civic Ctr, Airport, Special Events, etc.

Expenditures include the operating and capital base budget amounts and the “COS Exp Cuts” reflect both current and future ongoing cost of service reductions. The inflationary adjustment of 3% in FY 2015 and FY 2017 is a projection of the amounts needed for not only base budget expenditure increases, but also city-wide pay related adjustments. The transfer amounts reflect planned cash transfers from the GF to other funds to support operations and debt service obligations. The arena management fee currently under negotiation includes \$6 million per fiscal year. Schedule Four in the schedules section of this book includes a summary of all the planned FY 2014 transactions that make up the \$36.5 million of transfers (including the arena management fee).



The “Contingency/Fund Bal.” reflects the projected ending fund balance which is appropriated as contingency appropriation each fiscal year. 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 over the five-year forecast to \$20.3 million by FY 2018.

## OTHER MAJOR FUNDS

The city prepares five-year forecasts for other major funds including Highway User Revenue Fund (HURF), transportation special sales tax, public safety special revenue tax, sanitation, landfill and the water/sewer funds. These forecasts are prepared using the same tools and methods described in detail in the preceding GF five-year forecast section. Therefore, this section will only include a brief overview of each major fund with the five-year forecast pictured in the same format as was used in the preceding General Fund section.

### Highway User Revenue Fund (HURF)

<b>HURF: Five-Year Forecast</b>					
(\$'s in Millions)					
	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$18.8	\$16.1	\$12.4	\$8.7	\$6.8
Revenue	12.8	12.8	12.8	12.9	12.9
Expenditures	(6.8)	(7.7)	(7.9)	(7.9)	(8.2)
Ongoing Supp's	(0.9)				
One-Time Supp's	(4.0)	(3.0)	(3.0)	(3.0)	(2.0)
Inflationary Adj (3%)*		(0.2)		(0.2)	
Existing Debt Svc	(3.7)	(2.0)	(2.0)	-	-
New Debt Svc**		(3.7)	(3.7)	(3.7)	(3.7)
Ending Balance:	\$16.1	\$12.4	\$8.7	\$6.8	\$5.8

\* All expenditures and ongoing supplementals include a 3% inflationary adjustment in FY15 & FY17.  
\*\* Proposed \$28M bond sale in FY15 to support a more comprehensive pavement management strategy.

A healthy fund balance is augmented by approximately \$13 million of annual revenues over the forecast period. One-time expenditures related to pavement management improvements throughout the city average \$3 million per year throughout the forecast period. In addition, a proposed \$28 million bond sale in FY 2015 will require additional annual debt service payments in the amount of \$3.7 million. The FY 2014 projected beginning fund balance of \$18.8 million is \$2 million higher than the \$16.8 million that was projected during the April budget workshops, and the FY 2014 debt service payment was lower by \$1 million. These changes resulted in a favorable \$3 million net change from the April forecast that carries through the entire forecast.

**Transportation Special Sales Tax**

<b>Transportation ST: Five-Year Forecast</b>					
<i>(\$'s in Millions)</i>					
	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$29.9	\$10.5	\$4.7	\$4.0	\$5.6
Revenue & Transfers In	24.1	24.5	25.3	26.1	27.0
CIP Bond Proceeds	15.0				
Expenditures	(12.4)	(12.1)	(12.5)	(12.5)	(12.8)
Inflationary Adj (3%)*		(0.4)		(0.4)	
Debt Service (F1970)	(7.3)	(9.4)	(9.4)	(8.4)	(8.4)
CIP Projects (F2210)	(37.8)	(8.4)	(4.1)	(3.3)	(3.2)
Transfers Out	(1.0)	(1.0)	(1.0)		
Ending Balance:	\$10.5	\$4.7	\$4.0	\$5.6	\$8.0

\* Ongoing inflationary adjustment on all operating expenditures (A6000, A7000 & A7500).

A healthy fund balance totaling \$29.9 million at the start of FY 2014 is augmented by projected annual revenues totaling between \$24.1 million and \$27 million over the forecast period. In addition, FY 2014 includes a planned bond sale of \$15 million to help fund capital projects. Operating expenditures average \$12.1 million with 3% ongoing inflationary adjustments planned for FY 2015 and FY 2017. The FY 2014 debt service amount of \$7.3 million will increase to \$9.4 million in FY 2015 due to the additional principal & interest payments associated with the planned \$15 million bond sale mentioned previously. CIP carryover and new project funding total \$37.8 million in FY 2014, including \$12.6 million for Northern Avenue super street construction and \$4.2 million for pavement management to name a few of the projects. The remaining CIP funding in years FY 2015 through FY 2018 includes new capital project funding only, no carryover funds.

**Public Safety Sales Tax (Police & Fire)**

This half of a cent special sales tax is collected on behalf of public safety and divided between both Police and Fire Services 2/3rds and 1/3rds, respectfully. Revenues & expenditures for each are recorded and tracked in separate funds. During the April budget workshop presentations to Council, both departments were trending towards having to make operational budget reductions over the forecast period to erase potential negative ending fund balance situations. However, the decision was made to defer any public safety budget reductions until after the FY 2014 first quarter results could be evaluated. Therefore, the Police forecast projects a negative ending fund balance situation in FY 2017 and FY 2018, and the Fire forecast is essentially break even in FY 2014 with a projected negative fund balance throughout each of the remaining forecast years.



**Police PSST: Five-Year Forecast**

(\$'s in Millions)

	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$6.8	\$4.7	\$2.5	\$0.8	(\$0.7)
Revenue	13.5	13.5	14.1	14.6	15.1
Expenditures	(15.6)	(15.4)	(15.7)	(15.7)	(16.0)
Inflationary Adj (3%)*		(0.3)		(0.3)	
Ending Balance:	\$4.7	\$2.5	\$0.8	(\$0.7)	(\$1.6)

\* Inflationary adjustment on A6000 series expenditures to account for MOU related increases.

**Fire PSST: Five-Year Forecast**

(\$'s in Millions)

	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$0.2	(\$0.1)	(\$0.5)	(\$0.7)	(\$0.8)
Revenue	6.6	6.6	6.9	7.1	7.3
Expenditures	(6.9)	(6.9)	(7.0)	(7.0)	(7.2)
Inflationary Adj (3%)*		(0.1)		(0.1)	
Ending Balance:	(\$0.1)	(\$0.5)	(\$0.7)	(\$0.8)	(\$0.6)

\* Inflationary adjustment on A6000 series expenditures to account for MOU related increases.

**Sanitation Fund**

**Sanitation: Five-Year Forecast**

(\$'s in Millions)

	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$3.1	\$2.0	\$1.1	\$1.6	\$1.2
Revenue	14.7	14.7	14.7	14.7	14.7
Lease Proceeds/Other	0.2	0.9	4.5	4.2	2.5
Expenditures	(13.7)	(13.3)	(13.6)	(13.6)	(13.9)
Inflationary Adj. (3%) *		(0.3)		(0.3)	
Debt Service		(0.1)	(0.8)	(1.5)	(1.8)
Capital Projects	(2.3)	(2.9)	(4.4)	(3.9)	(2.2)
Ending Balance:	\$2.0	\$1.1	\$1.6	\$1.2	\$0.4
Contingency: **	14%	7%	11%	8%	3%

\* Ongoing inflationary adjustment on all operating expenditures (A6000, A7000 & A7500).

\*\* Percentage based on projected ending fund balance and normal, operating revenues (w/o Lease Proceeds/Other)

Fund balance over the forecast is projected to decrease from \$2 million in FY 2014 to just under a half a million in FY 2018. Revenues are projected to be stable at \$14.7 million each year and capital lease proceeds will be used to purchase some of the capital equipment/projects that

averages \$3.1 million over the forecast period is planned in each fiscal year. Operating expenditures will average \$13.6 million before the 3% inflationary adjustments planned in FY 2015 and FY 2017. The debt service amounts reflect the repayment of capital lease purchases made annually and are expected to increase each year as additional capital lease purchases are planned throughout the forecast period.

**Landfill Fund**

<b>Landfill: Five-Year Forecast</b>					
(\$'s in Millions)					
	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$8.7	\$7.5	\$6.8	\$5.4	\$2.9
Revenue	7.8	7.8	7.8	7.8	7.8
Bond Proceeds/Other	10.0	8.4	14.7	2.3	7.3
Expenditures	(7.1)	(7.0)	(7.2)	(7.5)	(7.6)
Inflationary Adj. (3%) *		(0.2)		(0.2)	
Debt Service	(0.8)	(1.5)	(2.5)	(3.4)	(4.6)
Capital Projects	(11.2)	(8.2)	(14.2)	(1.5)	(6.1)
Ending Balance:	\$7.5	\$6.8	\$5.4	\$2.9	(\$0.4)
Contingency: **	95%	87%	68%	38%	-5%

\* Ongoing inflationary adjustment on all operating expenditures (A6000, A7000 & A7500).  
 \*\* Percentage based on projected ending fund balance and normal, operating revenues (w/o Bond Proceeds/Other)  
 Note: Additional voter authorization would be required prior to the FY 2016 bond issuance.

The estimated beginning fund balance of \$8.7 million will be spent over the forecast period due primarily to planned capital expenditures related to a \$13.1 million landfill excavation project planned in FY 2014 and FY 2015, as well as a landfill closure (south side) and construction of a new landfill site (north side) that totals \$19 million and spans across all five fiscal years.

Revenues are projected to be stable at \$7.8 million each year and bond proceeds will be used to fund capital projects that average \$8.3 million per year over the forecast period. Operating expenditures average \$7.3 million before the 3% inflationary adjustments planned in FY 2015 and FY 2017. The debt service amounts reflect the repayment of bond principal and interest and are expected to increase each year as additional bonds are issued over the forecast period.

**Water/Sewer Fund**

The FY 2014 beginning fund balance of \$70.5 million will be used to fund extensive capital projects over the next four fiscal years. For example, improvements at the Arrowhead Reclamation Facility (\$14.8 million), water line replacements/extensions (\$15 million) and sewer line replacements (\$14.2 million including Arrowhead sewer lines) are major capital improvements occurring between FY 2014 and FY 2017 that are being funded by fund balance. Revenues of \$78.3 million in FY 2014 are followed by an 8.2% increase in FY 2015 that remains steady over the remaining years of the forecast period. The revenue increase is tied to a rate study planned for FY 2015 that will address projected ending fund balance amounts that fall

below minimum contingency funding levels in FY 2017 and FY 2018. The operating budget averages \$50.1 million over the forecast period, including the planned 3% inflationary adjustments in FY 2015 and FY 2017. In addition, the debt service budget averages \$25 million per year. Therefore, these two expenditure items average \$75.1 million in total per fiscal year which is within 4% of the projected annual revenue collections of \$78.3 million in FY 2014, and approximately 11% between FY 2015 and FY 2018.

<b>Water Services: Five-Year Forecast</b>					
(\$'s in Millions)					
	FY14	FY15	FY16	FY17	FY18
Beginning Balance:	\$70.5	\$58.0	\$46.0	\$32.7	\$19.4
Revenue (Rate Study in FY15)	78.3	84.7	84.6	84.6	84.5
Expenditures	(49.0)	(49.0)	(50.5)	(50.5)	(52.0)
Inflationary Adj. (3%) *		(1.5)		(1.5)	
Debt Service	(24.2)	(23.3)	(25.8)	(25.8)	(25.7)
Capital Projects	(17.6)	(22.8)	(21.7)	(20.2)	(3.1)
Ending Balance:	\$58.0	\$46.0	\$32.7	\$19.4	\$23.1
Min. Contingency **	\$14.3	\$14.6	\$14.6	\$14.9	\$14.9

\* Ongoing Inflationary adjustment on all operating expenditures (A6000, A7000 & A7500).  
\*\* 21% of O&M + \$4M for main replacement costs in accordance with FY13 Financial Plan.

## CONCLUSION

Long-range forecasting and modeling are powerful management and decision-making tools. A key objective in long-range forecasting is to estimate the future consequences of past and present decisions. The *Five-Year Forecast* process reminds us to lift our eyes from the road directly ahead, cast a glance in the rear-view mirror to see where we have been and take a look through the windshield into the future to assess where we are going.

The current *Five-Year Forecast* indicates that if we continue to exercise fiscal discretion and restraint, examine carefully any projects that entail ongoing expenses, practice prudent fiscal management and remain conservative in our financial and strategic planning, we can continue to achieve the following:

- Accomplish City Council’s strategic goals and objectives set for the budget year;
- Maintain our quality of service commitments to Glendale residents in future years;
- Ensure the city’s capacity to meet its future growth and infrastructure needs even in times of national economic uncertainty; and
- Balance our annual budgets while retaining adequate contingency reserves.

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

## **FINANCIAL PLAN**

### **INTRODUCTION**

The foundation for our FY 2014 operating and capital budgets reflects Council's strategic vision for the city. That foundation is supported by additional strategic goals and key objectives, as discussed in the City Manager's budget messages, including the continuation of fiscally sound financial management practices. Glendale's Financial Plan and Financial Policies address 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 2014, state-shared revenue is expected to be distributed in the same manner used for the FY 2013 distributions.

Income tax revenue distribution to the cities lags by two years. This means the state income tax receipts for FY 2014 will reflect the income tax the state collected in FY 2012. The state's income tax receipts for FY 2012 were lower than collected in FY 2011, \$23.6 million versus \$19.1 million, respectively. FY 2013 income tax revenue is expected to rebound back to \$23.2 million. This trend is projected to continue into FY 2014 (\$25.3 million). As a result, the city will see two consecutive increases in state income tax revenue in FY 2014 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. The FY 2014 budget includes a primary property increase set at the State's upper limit that will generate \$5.2 million, which is a \$2.7 million increase from the prior year that will be used for General Fund operations. A more detailed discussion of these other revenue sources and the projection for FY 2014 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 the current level of service, repair and replacement of existing infrastructure as it ages, as well as 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 *FY 2014-23 Capital Improvement Plan* and *Debt Service Budget* sections.

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 personnel-related costs account for 77% of the city's General Fund operating expenses. The adjustment of staffing levels is an ineffective method for addressing short-term budget deficits because it requires lead-time to implement effectively and it may adversely affect the city's ability to maintain quality services. However, downsizing, when combined with other strategies, can be an effective method of dealing with prolonged economic slowdowns.

The City of Glendale’s leadership team carefully reviews every new position request. When a new position is needed to provide new or expanded services, both the initial (one-time) and ongoing costs associated with providing and maintaining the service must be included with the position request. These procedures help ensure that added services and positions will be sustainable in future years.

### **Alternatives to Permanent Staff Increases**

The selective use of temporary and contract workers is one of several useful alternatives to meeting predictable but time-limited workload increases without adding regular status employees. It is important to have a definitive policy that limits the length of time a position can be filled by a temporary employee. It also is important to closely monitor the time limit to ensure compliance with the policy.

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

In some cases, contracting for outside services can be less expensive than adding permanent staff to provide selected city services. A further advantage is that it is faster and easier to vary contract amounts on a year-to-year basis than it is to manipulate permanent staffing levels and overhead costs for equipment and building space. For these reasons, Glendale has placed increasing emphasis on negotiating service contracts for areas like parks landscape maintenance, custodial cleaning of city facilities, and specialized legal work.

### **Equalizing Predictable Expenses**

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

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

As noted earlier in this discussion, the City Clerk’s Office accrues half of the next election cost in the non-election year to reduce biennial election expense peaks. This amount is carried over and added to an equal amount that is budgeted in the actual election year. Although election expenses will continue to rise as our voter population increases, this practice of dividing known costs across several years substantially levels out the expense curve for scheduled elections. As a result of this approach, the need for one-time election appropriations every two years has been eliminated, leaving only special election expenses, such as bond elections—which occur infrequently—to the one-time budgeting process.

Prior to the implementation of the technology and vehicle replacement programs, the city's ability to replace city vehicles and technological equipment cycled up and down with the local economy. In lean years, urgently needed replacement equipment was purchased at the expense of capital projects or the operating budget. Then, when economic conditions improved, the city would engage in massive "catch-up" efforts.

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

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

### **Capital Improvement Plan Development**

Conservative population and revenue growth projections are used for long-range capital planning to determine when, where, and how capital projects will be implemented because most large capital construction projects permanently increase the city's ongoing operating costs for staff, maintenance, repair, utilities, etc. For example, the operating budget impact of the Foothills Library and the Downtown Civic Center, both of which opened in the 1990s, were carefully considered prior to initiation of these projects to ensure revenue growth would cover the increased operating costs. Glendale also analyzes the long-term financial projections of debt service costs prior to every bond sale.

Major capital projects can be planned, scheduled, and financed in ways that will not deplete needed resources from the annual operating budget or require an increase in Glendale's secondary property tax. Short-term financial strategies, such as various financing instruments or the acceleration or deceleration of project schedules, can help us meet unusual population growth or service demands. The introduction to Glendale's *FY 2014-2023 Capital Improvement Plan* provides an explanation of the capital project process.

### **Property Tax Stabilization**

For over a decade, Council policy has been to stabilize the property tax rate and structure at reasonable levels so that property tax revenue is sufficient to meet long-term, foreseeable revenue needs without requiring intermittent adjustments. Capital improvement projects are

planned, financed and scheduled for implementation so that the secondary property tax rate can remain relatively stable over the coming decade.

Arizona's property tax levy consists of two tiers. The primary property tax levy discussed previously has state-mandated maximum limits, but it can be used by a city for any lawful purpose. 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.

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 *FY 2014-23 Capital Improvement Plan* is designed to keep the secondary property tax rate level. Changes in capital construction schedules, interest rates and several other variables might necessitate a property tax rate adjustment over the longer term; however, most of these situations can be addressed by fine-tuning the primary tax rate and directing the flow of interest earnings on bond proceeds between construction and debt service funds.

### **SHORT-TERM STRATEGIES**

The following short-term financial strategies play an important role in: (1) maintaining the delicate year-to-year equilibrium between revenues and expenses; (2) responding to temporary changes in economic conditions; and/or (3) absorbing or avoiding anticipated revenue shortfalls.

#### **Sales Tax Stabilization**

Sales tax revenues fluctuate and are subject to sudden economic changes like a sudden downturn in the economy, as occurred after September 11, 2001. Prior to FY 2004, Glendale's stabilization policy required the use of the actual amount of sales tax revenue collected in the prior twelve months as its sales tax revenue base estimate for developing the next year's operating budget, with no growth rate factor for budgeting purposes.

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

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

FY 2005 through FY 2008 budgets, this approach was further modified to allow the city sales tax projection to match the previous year growth percentage because this revenue source had performed so strongly.

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

### **Operating Capital Management**

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

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

In addition, the initial purchase of a vehicle is funded with operating capital. For example, if a new inspector position is approved for the Building Safety Department, that inspector will need a vehicle. The initial purchase of the new vehicle for the new inspector position is funded with operating capital because it is an addition to the city's fleet (versus a replacement). Subsequent replacement of that vehicle is then funded through the operating budget using 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 Office. 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 to be equal to 10% of projected annual ongoing revenues for all major funds (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.

## **FINANCIAL POLICIES**

A key component of the FY 2013-14 budget is the adoption of the Council's financial policies. This budget document includes the Council's financial policies that were approved with the tentative budget and final budget adoption.

While established financial policies existed, the existing financial policies needed to be expanded this fiscal year to be more comprehensive. For example, the existing financial policies were expanded to define a better ratio between ongoing revenues and annual debt service supported by General Fund operating revenue.

Council's financial policies serve as the foundation for moving forward with a strong, sustainable financial plan. Council's financial policies also provide a roadmap for the city's recovery to a more sustainable financial future. The policies provide broad policy guidance related to **Fiscal Planning and Budgeting**, **Expenditure Control**, **Capital Asset and Debt Management**, and **Fund Reserves and Structure**. All four key financial policy areas are discussed on the following pages.

### **FISCAL PLANNING AND BUDGETING**

Fiscal planning is the process of identifying resources and allocating them among numerous and complex competing purposes. The primary vehicle for this planning is the preparation, monitoring and analysis of the budget. It is essential to incorporate a long-term perspective and to monitor the performance of the programs that are competing to receive funding.

The city manager will submit to the Council a proposed annual budget, based on Council's established goals, and will execute the budget as finally adopted, pursuant to Title 42, Chapter 17, Article 3, Section 17105 of the Arizona Revised Statutes, as amended.

1. Balanced revenue and expenditure forecasts will be prepared annually and include a 5-year plan for each major fund (General Fund, Enterprise Funds, special revenue funds and the designated sales tax funds) and will be presented as part of the annual budget process.
  - a. The budget will be balanced, by fund, when all projected ongoing revenue sources do not exceed all ongoing expenses proposed for the current FY and for the upcoming FY. Use of the unassigned fund balance will occur only as authorized by Council and only to address one-time costs, not ongoing costs.
  - b. Revenues will not be dedicated for specific purposes unless approved by Council or required by law. All non-restricted revenues will be deposited in the General Fund and appropriated through the annual budget process.
2. Any proposed new service or program initiative will be developed to reflect current Council policy directives. Proposals will follow all related Council Financial Policies.
3. To ensure compliance with existing policy, all grant programs and any programs supplemented by outside funding will include a sunset provision consistent with the

projected end of funding. Personnel paid with these funds will be considered temporary with no certainty of continued employment beyond the life of the funding. Equipment and technology purchases with these kinds of funds are subject to the policies for the replacement funds. [See below]

4. The city manager's recommended budget presented to Council will contain, at a minimum, the following elements:
  - a. Revenue projections by major category, by fund;
  - b. Expenditure projections by program levels and major expenditure category, by fund, including support provided to or received from other funds [cash transfers];
  - c. Projected fund balance by fund;
  - d. Debt service, by issue, detailing principal and interest amounts;
  - e. Proposed personnel staffing levels;
  - f. Detailed schedule of capital projects;
  - g. Any additional information, data, or analysis requested by Council.
5. The operating budget will be based on the principle that current ongoing operating expenditures, including debt service and support for other funds, will be funded with current ongoing revenues. The enterprise funds [water/sewer, sanitation and landfill] and the transportation sales tax fund will pay the indirect cost charges for services provided by another fund. Additional funds may be added upon Council approval.
6. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) expenditures.
7. Addition of personnel will be requested only to meet existing program initiatives and policy directives after service needs have been thoroughly examined and only if increased net ongoing revenue is substantiated.
8. The Financial Services Department and Human Resources Department will work together to manage position control. The number of full-time and regular part-time employees on the payroll will not exceed the total number of full-time equivalent positions that Council authorizes and adopts with the annual budget.
9. Benefits and compensation will be administered in accordance with Council policy direction.
  - a. Total compensation will be evaluated periodically for competitiveness.
  - b. A cost containment strategy means total costs for health insurance premiums will be shared between the employer, employees and retirees. Total premiums will be evaluated on an annual basis to ensure they are reasonable, competitive and expected to address anticipated claims plus the maintenance of an adequate reserve for the Employee Benefits Fund. Funding will be based on an annual actuarial report and its 75% confidence funding level recommendation.

- c. A policy will be developed regarding the continuation of retiree health insurance after the completion of a comprehensive evaluation of the impact of GASB 67 and the presentation of results to Council.
10. Ideas for improving the efficiency and effectiveness of the city's programs and the productivity of its employees will be considered during the budget process.
11. Carryover of unspent appropriation from one fiscal year to the next is not automatic. The Financial Services Department staff will evaluate carryover requests and make recommendations to the City Manager. Approved requests will be included in the city manager's recommended budget presented to Council.
12. Salary savings will be retained to the greatest extent possible to build fund balance. In extenuating circumstances salary savings may be used for expenses upon Council approval. Salary savings transfers are prohibited during the first six months of a fiscal year.
13. Total fund appropriation changes must be approved by the Council. These changes must also comply with the city's Alternative Expenditure Limitation in accordance with Article IX, Section 20, Constitution of Arizona and A.R.S. § 41-563 where final budget adoption sets the maximum allowable appropriation for the upcoming fiscal year.
  - a. Council must approve use of any fund's contingency appropriation.
  - b. Council may authorize a transfer of unencumbered appropriation balance within an individual city office, department or agency at any time during the fiscal year.
  - c. During the last three months of the fiscal year, Council may approve transfers among city offices, departments, and agencies as necessary.
  - d. Council must approve inter-fund transfers (i.e., transfers between funds). Procedures for requesting Council approval of appropriation transfers and delegation of budget responsibility will be set by the city manager.
  - e. There may be emergency situations requiring transfer before obtaining formal Council approval. In such cases, the Financial Services Department will notify the Council in writing in a timely manner, seek a general consensus to act and seek Council ratification at the first possible Council meeting.
14. The replacement of General Fund capital equipment for technology, vehicles and telephonic equipment [except cell phones] will be accomplished through the use of a "rental rate structure" that is revised annually as part of the annual budget process.
  - a. Any equipment purchased with grant funding will be considered for ongoing replacement and ongoing replacement premium funding only if specifically authorized by the city manager and noted in the budget submittal.
  - b. The ongoing replacement costs for new technology and new vehicle purchases will be incorporated into the upcoming FY's rental rate structure regardless of whether they are initially purchased through a lease or pay-as-you-go funding.

- c. Replacements will be based on equipment lifecycle analysis by the Public Works Department [vehicles] or Technology and Innovation Department [technology and telephonic systems].

15. The City Council supports economic development objectives that support the creation and retention of quality jobs (25% greater than the median average wage in Maricopa County), add revenue, and enhance the quality of life in Glendale. City Council will consider incentives when the circumstances of the economic development opportunity warrant them necessary and appropriate for the opportunity and in the best interest of the City.

### **EXPENDITURE CONTROL**

Management will ensure compliance with the City Council adopted budget.

1. Expenditures will be controlled by an annual appropriated budget. Council will establish appropriations through the budget process. Council may transfer these appropriations as necessary through the budget amendment process.
2. The purchasing system will provide commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases will be made in accordance with the procurement code, purchasing policies, guidelines and procedures and applicable state and federal laws. The city may join various cooperative purchasing agreements to obtain supplies, equipment and services at the best value.
3. A system of internal controls and procedures using best practices will be maintained for the procurement and payment processes.
4. The State of Arizona sets a limit on the expenditures of local jurisdictions. Compliance with these expenditure limitations is required. The city will submit an audited expenditure limitation report as defined by the Uniform Expenditure Reporting System (A.R.S. Section 41-1279.07) along with audited financial statements to the State Auditor General within the required timeframe.

### **CAPITAL ASSET AND DEBT MANAGEMENT**

Long term debt is used to finance capital projects with long useful lives. Financing capital projects with debt provides for an “intergenerational equity” because the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the costs of the asset.

The city will not give or loan its credit in aid of, nor make any donation, grant or payment of any public funds, by subsidy or otherwise, to any individual, association, or corporation, except where there is a clearly identified public purpose and the city either receives direct consideration substantially equal to its expenditure or provides direct assistance to those in need.

Long-term debt will not be used to fund current operations or smaller projects that can be financed from current revenues or resources.

1. A 10-year capital improvement plan will be updated annually as part of the budget process. It will include projected life cycle costing. Only the first year of the plan will be appropriated. The remainder is projections that will be addressed in subsequent years.
  - a. Life cycle costing is a method of calculating the total cost of a physical asset throughout its life. It is concerned with all costs of ownership and takes account of the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating and maintenance costs.
2. The 10-year plan will address capital needs in the following order:
  - a. to improve existing assets;
  - b. to replace existing assets;
  - c. to construct new assets.
3. All projects will be evaluated annually by a multi-departmental team regarding
  - a. accuracy of the projected costs;
  - b. consistency with the General Plan and Council policy goals;
  - c. long-range master plans;
  - d. ability to finance initial capital costs;
  - e. ability to finance life cycle costs;
  - f. ability to cover the associated additional ongoing operating costs.
4. All projects funded with general obligation bonds will be undertaken only with voter approval as required through a bond election.
  - a. General Obligation debt is supported by secondary property tax revenues. This revenue grows or declines in proportion to growing or declining assessed valuation. At a minimum, the general obligation debt service fund balance will be at least 10% of the next fiscal year's property tax supported debt service.
5. Non-voter approved debt such as Municipal Property Corporation [MPC] bonds, lease obligations and inter-fund loans will be used only when a dedicated ongoing revenue source is identified to pay the associated debt service obligations. This type of debt service will not exceed 10% of the 5-year average of the General Fund's ongoing operating revenue.
  - a. For FY 2014, debt service is 15% of the FY 2014 General Fund ongoing operating revenue.

6. For non-voter approved debt, the following considerations will be made prior to the pledging of project revenues for the ongoing payment of associated ongoing debt service obligations:
  - a. The project requires ongoing revenue not available from other sources.
  - b. Matching monies are available that may be lost if not applied for in a timely manner.
  - c. Catastrophic conditions.
7. Short-term borrowing or lease/purchase contracts should be considered for financing major operating capital equipment only when:
  - a. the repayment term does not exceed the expected useful life of the equipment to be purchased;
  - b. an ongoing revenue source is identified to pay the annual debt service; and
  - c. the Executive Director for Financial Services and the Chief Financial Officer, along with the city's financial advisors, determine that this is in the city's best financial interest.
8. These policies are in addition to the policies incorporated in the Debt Management Plan.

### **FUND RESERVES AND STRUCTURE**

Fund balance is an important indicator of the city's financial position. Maintaining reserves is a standard and prudent financial management practice. Adequate fund balances are essential to continue providing services to the community in case of unexpected emergencies, requirements and/or economic downturns.

1. To ensure the continuance of sound financial management of public resources, Unassigned General Fund Balance will be maintained to provide sufficient working capital and a comfortable margin of safety to address emergencies, sudden loss of revenue or unexpected downturns in the economy.
2. Use of unassigned General Fund balances will be limited to address unanticipated, non-recurring needs and planned future one-time or non-recurring obligations. Unassigned balances may, however, be used to allow time to restructure operations and must be approved by the City Council.
3. A minimum unassigned fund balance in each major fund will be 10% of projected annual ongoing revenues. The 10% unassigned fund balance may be appropriated as contingency appropriation with City Council approval.
  - a. Council will determine the specific minimum unassigned fund balance requirement as part of the annual budget adoption resolution.
  - b. If a situation arises where unassigned fund balance ends the FY with a balance that is less than the calculated 10% unassigned fund balance, the deficiency

should be replenished in the coming fiscal years, not to exceed a total of five consecutive years, by using new revenues or cost reductions.

4. An additional General Fund “Operating Reserve” will be maintained with an upper goal 15% of the average General Fund ongoing revenues for the preceding five fiscal years. The Operating Reserve is intended to be an additional reserve for unexpected events and will not be appropriated. Any use of the Operating Reserve funds must be approved by the Council.
5. Any balance in excess of the combined 10% unassigned fund balance and the additional 15% operating reserve may be used to support one-time expenditures. Council’s approval is required to supplement “pay as you go” capital outlay, one-time operating expenditures or to prepay existing debt.
6. The fund balance for the various Trust Funds will be based on annual actuarial reports and the target funding level must be at the 75% confidence funding level.
7. Separate fund balance (operating reserves) may be required by bond issuance documents for those funds with outstanding bond debt. These requirements will not be viewed as additional fund balance needs unless they are greater than the one established by these goals.



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**Operating Budget**  
Annual Budget, 2013-2014



**OPERATING BUDGET & PERFORMANCE MEASURES  
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## **MAYOR AND CITY COUNCIL**

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

One of the highest priorities of the Mayor and Council is to involve the public in their decision making process. They regularly appoint citizens to 17 advisory boards and commissions and often form public committees to address specific citywide issues.

The Mayor and Council each become involved in the support and economic development of Glendale's six districts. 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 neighborhoods and businesses and give the 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.

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

### **2012-13 City Council Strategic Goals**

- One Community That Is Fiscally Sound
  - One Community With Strong Neighborhoods
  - One Community Committed To Public Safety
  - One Community With Quality Economic Development
  - One Community With A Vibrant City Center
  - One Community With an Active Partnership With Luke Air Force Base
  - One Community With High Quality Services For Citizens
-

## **Accomplishments**

### **Fiscally Sound**

- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA), marking the 28th year Glendale has garnered such an honor.
- Like many other Arizona cities, approved a temporarily adjustment, from 2.2% to 2.9%, in its general sales tax rate for the first time since 1993. The new rate will automatically expire on August 1, 2017.
- Invited citizens to attend several community meetings to hear about proposed reductions to the city's General Fund budget. Residents heard about the impact of proposed reductions, which were part of several financial scenarios, including the city's temporary sales tax increase.
- Volunteers provided more than 113,000 hours of service, which, if paid, would be valued at more than \$2.3 million.
- Developed "Follow Your Money" a comprehensive, yet easy-to-use, online budget tool which enhances transparency and allows users to access the city's expense and revenue financial data to see clearly what's coming in and what's going out.
- Conducted two public budget meetings and four budget workshops for the purpose of reviewing proposed budget documents and giving direction to city staff regarding the FY 2013 budget.
- Approved the \$576 million FY14 budget.

### **Strong Neighborhoods**

- Engaged citizens by hosting events such as Community, District and Legislative Link meetings.
- Continued to support Glendale's 194 registered neighborhoods and HOAs.
- Continued support of the Planning Department's Historic Preservation Plan and celebrated Glendale's history with programs such as the Ruth Byrne Historic Preservation Award and the Annual Historic Preservation Bus Tour.
- Celebrated "Getting Arizona Involved in Neighborhoods" (GAIN) Night with many of Glendale's Neighborhood Watch Groups.
- Entered into a one-year agreement with the Glendale Youth Project (GYP) to provide youth and teen programs at the Glendale Community Center. The non-profit provides free youth and teen activities daily at no cost to the city.
- Offered civic education programs such as Glendale University, a behind-the-scenes look at city government and HOA training.

### **Public Safety**

- 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, personal safety and Community Emergency Response Team (CERT) training.



- In collaboration with the Glendale City Prosecutor’s Office and Magellan Health Services of Arizona, held the first specialized Mental Health Court with the goal of helping to maintain psychiatric stability of defendants with mental illness which, in turn, will help to reduce repeat offenders and virtually eliminate the high costs associated with court-ordered psychiatric evaluations.
- Reassigned patrol squads to neighborhood patrols or division-based patrols. These patrols have officers interacting more closely and more often with residents and businesses in specific areas in an effort to enhance neighborhood safety.
- Authorized the acceptance of a two-year \$300,000 grant from the U.S. Department of Justice Office on Violence Against Women to continue funding several domestic violence victim services and add program enhancements. Glendale’s City Court teamed with the AVON Program for Women and Justice at O’Connor House to promote the “Speak Out Against Domestic Violence” campaign and collected unwanted and unused cell phones to benefit the Glendale Family Advocacy Center which serves victims of domestic violence.
- Installed new traffic beacons that will assist pedestrians and create a safer option for both drivers and pedestrians. The unique device is called a High Intensity Activated CrossWalk (HAWK).

### **Quality Economic Development**

- Attracted Arrowhead Cadillac, The 55,000-square-foot luxury Cadillac dealership is a \$16 million investment in north Glendale. Glendale’s newest car dealership broke ground in April.
- Welcomed ZyTech Building Systems and Big Lots to their new locations in Glendale.
- Celebrated as Tanger Outlets Westgate opened near Glendale’s Sports & Entertainment District. An accelerated permitting process helped Tanger meet its opening date in November 2012. Tanger Outlets is expected to generate \$2.5 million in annual sales tax revenue.
- 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.
- Celebrated the groundbreaking of St. Joseph’s Westgate Medical Center at the planned 35-acre medical campus near Loop 101 and Glendale Avenue. The \$44 million Dignity Health facility is scheduled to open in early 2014.
- Assisted in the location or expansion of 12 companies resulting in the creation of 2,119 jobs in 2012. The new or expanding businesses occupy 1.2 million square feet of space in Glendale resulting in the city having an occupancy rate of 94 percent for industrial space, 91 percent for retail and 73 percent for office space.
- Partnered with Glendale Community College to develop a Small Business Assistance Center, which will offer help in navigating the development process, as well as procurement and technical issues.

### **A Vibrant City Center**

- Continued to fulfill the vision for continued economic development in the Centerline District with the opening of Jivemind Co-operative Music Lab.

- Continued to support Glendale's special events which draw 500,000 people per year to the downtown. In addition to signature special events such as Glendale Glitters, the Chocolate Affaire and the Summer Band Concerts, Glendale officials revived the Arizona Watermelon Festival, a sponsored event produced by AZ Culture and added the Glendale Old Towne Car Cruise.

#### **An Active Partnership with Luke Air Force Base**

- Celebrated the Department of Defense's announcement that Luke Air Force Base will serve as the Air Force's new F-35 training center after spending nearly three years building regional and statewide community support for the new F-35 mission at Luke through *Luke Forward* efforts.
- Continued to administer the state and federal consulting/lobbying contract for the West Valley Partners, a group of 14 west valley communities.

#### **High Quality Services for Citizens**

- Appointed 44 residents to the Ad-Hoc Water and Sewer Task Force. This task force considered all issues related to water and sewer services, including rate structures. Through a comprehensive facilitated process, consensus was achieved reflecting a well-defined agreement among members, and recommendations were forwarded to the city council.
- Implemented an upgraded \$347,000 library computer operating system at the Glendale Libraries that was purchased, at no cost to the city, by the Maricopa County Library District through the an agreement between Glendale and the Maricopa County Library District (MCLD). The new system adds benefits to residents and will also save the city \$35,000 annually in operating and maintenance costs. The MCLD reciprocal borrowing program also allows Glendale library users to have access to services at any MCLD library.
- Voted to move forward on the initial phase of Vieste Energy's renewable energy project. This project will allow the city to triple the amount of recycling done in the community, add life to the existing landfill and provide the city with additional on-going revenue.
- 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.
- Launched a mobile version of the popular website [www.glendaleaz.com](http://www.glendaleaz.com) allowing anyone with a smartphone, tablet or web-enabled device to connect to the city. Users receive the same information as the main website, but in a sleeker, simpler format and one-touch navigation customized for any hand-held device.
- Awarded \$144,490 in grants to eighteen local non-profit agencies through Glendale's *From The Heart* program. The program provides emergency and other essential services to the city's most vulnerable children, families and elderly residents.
- Received, for the second consecutive year, the Large Wastewater Collections System of the Year award from the AZ Water Association.
- Added electronics recycling (E-Waste) to the services available at the Glendale Landfill.
- Served visitors 93,544 times at the Glendale Adult Center, an average of 340 per day.



- In Partnership with Westgate Entertainment District, brought Glendale residents and Westgate patrons a free community art gallery and art, fitness and recreational classes.
- Encouraged conservation with several events and programs such as the Glendale Family Bike Ride, Travel Green, Watt Watchers, Arbor Day, Water Awareness Month and a variety of conservation and sustainable living classes – all designed to raise environmental awareness in our community.
- Administered the federal Community Development Block Grant (CDBG) Program to help address local community needs.
- Offered summer aquatics programs at Rose Lane Aquatics Center and the Foothills Recreation and Aquatics Center. The 1,789 participants took 14,312 swim lessons and 55,023 users enjoyed public recreation swimming. The swim lessons were enhanced by donations received from Southwest Ambulance donated \$5,000 and the Arizona Drowning Prevention Coalition donated \$420, which provided more than 200 free swim lessons to Glendale residents.
- Awarded \$4,000 in Performing Arts Grants to performing arts projects throughout Glendale.

### **Interesting Facts**

Glendale Glitters was named the *2012 Critics' Choice Winner for Best Kid Event* by azcentral.com.

The Glendale Main Library celebrated its 25<sup>th</sup> anniversary in July of 2012.

For the second year in a row, the city of Glendale's downtown conference center, the Glendale Civic Center, has been named the number one facility for meeting and convention venues of its size by *Ranking Arizona: The Best of Arizona Business*.



**MAYOR**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-10010) Office of the Mayor	\$369,955	\$287,444	\$287,444	\$291,078	1%
<b>Total - Mayor</b>	<b>\$369,955</b>	<b>\$287,444</b>	<b>\$287,444</b>	<b>\$291,078</b>	<b>1%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$345,394	\$264,109	\$264,109	\$267,619	1%
(A7000) Non-Salary Operating Budget	\$18,313	\$17,173	\$17,173	\$17,173	0%
(A7500) Premiums/Controlled Budget	\$6,248	\$6,162	\$6,162	\$6,286	2%
<b>Total - Mayor</b>	<b>\$369,955</b>	<b>\$287,444</b>	<b>\$287,444</b>	<b>\$291,078</b>	<b>1%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-10010) Office of the Mayor	4	4	3	3	-25%
<b>Total -Mayor</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>-25%</b>



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Mayor and City Council*

## COUNCIL OFFICE

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10110) Council Office	\$575,410	\$573,118	\$573,118	\$589,608	3%
(1000-10120) Cholla District	\$73,830	\$65,705	\$65,705	\$94,407	44%
(1000-10130) Barrel District	\$83,453	\$63,663	\$63,736	\$77,390	22%
(1000-10140) Sahuaro District	\$79,779	\$61,585	\$68,172	\$93,759	52%
(1000-10150) Cactus District	\$93,313	\$94,143	\$88,905	\$93,763	0%
(1000-10160) Yucca District	\$71,960	\$97,504	\$97,678	\$86,404	-11%
(1000-10170) Ocotillo District	\$96,018	\$87,594	\$85,539	\$87,568	0%
<b>Total - Council Office</b>	<b>\$1,073,763</b>	<b>\$1,043,312</b>	<b>\$1,042,853</b>	<b>\$1,122,899</b>	<b>8%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$874,147	\$856,468	\$856,468	\$899,992	5%
(A7000) Non-Salary Operating Budget	\$176,624	\$164,359	\$163,900	\$196,977	20%
(A7500) Premiums/Controlled Budget	\$22,992	\$22,485	\$22,485	\$25,930	15%
<b>Total - Council Office</b>	<b>\$1,073,763</b>	<b>\$1,043,312</b>	<b>\$1,042,853</b>	<b>\$1,122,899</b>	<b>8%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10110) Council Office	7	7	7	7	0%
(1000-10120) Cholla District	1	1	1	1	0%
(1000-10130) Barrel District	1	1	1	1	0%
(1000-10140) Sahuaro District	1	1	1	1	0%
(1000-10150) Cactus District	1	1	1	1	0%
(1000-10160) Yucca District	1	1	1	1	0%
(1000-10170) Ocotillo District	1	1	1	1	0%
<b>Total -Council Office</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>0%</b>



**CITY ATTORNEY**  
**NICK DIPIAZZA, INTERIM**

**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 to provide 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 2014**

<b>GOALS</b>	
<b>Goal</b>	Provide high-quality, professional and timely legal services to the Mayor, City Council, city staff, boards and commissions.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations.
<b>Expected Outcomes (Perf. Measures)</b>	Develop strong relationships with departments and attend 100% of the meetings or hearings as needed or requested.
<b>Time Commitment</b>	Goal is an ongoing effort.
<b>Expected Challenges</b>	Budget constraints.
<b>Goal</b>	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Activities</b>	Continue to aggressively prosecute Glendale City Code and state law misdemeanor violations.



<b>Expected Outcomes (Perf. Measures)</b>	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by successful completion of diversion programs.
<b>Time Commitment</b>	Goal is an ongoing effort.
<b>Expected Challenges</b>	Budget constraints.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - This Office continued to represent the city in litigation brought by third parties.
- Accomplishment - Vigorously prosecuted all City Code violations and misdemeanor violations of state law that are supported by probable cause and ensure that justice is served. Received a 96% conviction rate on Code violations.
- Innovation - The Prosecutor's Office continues to use law student interns as well as paralegal students.
- Innovation - A one-year extension was received for the Stop Violence Against Women grant in the amount of \$148,799 from the Arizona Governor's Office for Children, Youth, and Families. Funding from this grant is used to hire a special Misdemeanor Domestic Violence (DV) Prosecutor and a DV Advocate for one year. The city is not responsible for any costs for these two full-time positions.
- Innovation - Received a grant from the Attorney General's Office for \$5,600 to cover postage and supplies for victims of crimes.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
<b>Related Council Goal</b>	One community with high-quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Develop strong relationships with department and attend 100% of the meetings or hearings as needed or requested.
<b>Obstacles/Challenges</b>	Staffing levels.
<b>Goal</b>	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	Yes, the Office obtained an overall conviction rate of 87.5%. In addition, 290 cases were plead to diversion programs.
<b>What were the Performance Measures?</b>	Obtain 80% conviction rate or plea agreements on misdemeanor charges. When appropriate, facilitate resolution of cases by mediation and successful completion of diversion programs.
<b>Obstacles/Challenges</b>	None.



**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Provide high quality, professional and timely legal services to the Mayor, City Council and city staff.
<b>Related Council Goal</b>	One community with high-quality services for its citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Attend 100% of the meetings/hearings as needed or requested.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Work to ensure the consistent and ethical application of criminal justice.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Obtained an overall conviction rate of 88%. In addition, 374 cases were plead to diversion programs.
<b>Obstacles/Challenges</b>	None.



## CITY ATTORNEY

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10610) City Attorney	\$2,590,877	\$2,554,970	\$2,554,970	\$2,567,621	0%
(1000-10615) Outside Legal Fees	\$1,549,559	\$500,000	\$870,000	\$500,000	0%
<b>Total - City Attorney</b>	<b>\$4,140,436</b>	<b>\$3,054,970</b>	<b>\$3,424,970</b>	<b>\$3,067,621</b>	<b>0%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$2,431,113	\$2,385,494	\$2,385,494	\$2,390,208	0%
(A7000) Non-Salary Operating Budget	\$1,670,919	\$616,846	\$986,846	\$616,846	0%
(A7500) Premiums/Controlled Budget	\$38,404	\$52,630	\$52,630	\$60,567	15%
<b>Total - City Attorney</b>	<b>\$4,140,436</b>	<b>\$3,054,970</b>	<b>\$3,424,970</b>	<b>\$3,067,621</b>	<b>0%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10610) City Attorney	27	25	25	25	0%
<b>Total -City Attorney</b>	<b>27</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>0%</b>



**CITY AUDITOR**  
**CANDACE MACLEOD**

**Mission Statement:**

To assist the city in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

**Department Description:**

The City Auditor’s Office evaluates the adequacy of the internal control and operating environment, related financial and operational policies and reports the results accordingly.

**FISCAL YEAR 2014**

<b>GOALS</b>	
<b>Goal</b>	Allocate audit resources to the areas that pose the greatest risk to the city.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Develop a risk-based audit plan with focus on improved business processes.
<b>Expected Outcomes (Perf. Measures)</b>	A risk-based audit plan that focuses on improved business processes.
<b>Time Commitment</b>	Ongoing review and adjustment of the audit plan based on business risk.
<b>Expected Challenges</b>	Limited resources
<b>Goal</b>	Ensure assets are adequately safeguarded.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Every audit includes an assessment of the adequacy of internal controls over city assets.
<b>Expected Outcomes (Perf. Measures)</b>	Audit recommendations that enhance controls over city assets.
<b>Time Commitment</b>	Ongoing
<b>Expected Challenges</b>	Limited resources

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - Formalized an Administrative Policy that defines the role, purpose and authority of the City Auditor's Office.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Allocate audit resources to the areas that pose the greatest risk to the city.



<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	Quarterly risk-based audit plan with focus on improved business processes.
<b>Obstacles/Challenges</b>	Limited resources
<b>Goal</b>	
<b>Goal</b>	Ensure city assets are adequately safeguarded.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	Audit recommendations that enhance controls over city assets.
<b>Obstacles/Challenges</b>	Limited resources

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Allocate audit resources to the areas that pose the greatest risk to the city.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	Quarterly risk-based audit plan with focus on improved business processes.
<b>Obstacles/Challenges</b>	Resources.
<b>Goal</b>	
<b>Goal</b>	Consider the effectiveness of the city's safety and security practices.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Every audit includes an assessment of compliance with laws and regulations.
<b>Obstacles/Challenges</b>	Resources.



## CITY AUDITOR

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10710) City Auditor	\$317,437	\$290,823	\$290,823	\$297,466	2%
<b>Total - City Auditor</b>	<b>\$317,437</b>	<b>\$290,823</b>	<b>\$290,823</b>	<b>\$297,466</b>	<b>2%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$307,448	\$279,890	\$279,890	\$286,457	2%
(A7000) Non-Salary Operating Budget	\$6,662	\$7,607	\$7,607	\$7,607	0%
(A7500) Premiums/Controlled Budget	\$3,327	\$3,326	\$3,326	\$3,402	2%
<b>Total - City Auditor</b>	<b>\$317,437</b>	<b>\$290,823</b>	<b>\$290,823</b>	<b>\$297,466</b>	<b>2%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10710) City Auditor	2.5	2.5	2.5	2.5	0%
<b>Total -City Auditor</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>0%</b>



## **CITY CLERK**

### **PAM HANNA**

#### **Mission Statement:**

To consistently maintain superior service to the citizens, elected officials and the organization 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 requests, the Charter and Code Book and municipal elections. The City Clerk Department facilitates our citizens' rights to participate in city government.

**FISCAL YEAR 2014**

<b>GOALS</b>	
<b>Goal</b>	Successfully plan and prepare for 2014 Municipal Elections.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Massive number of activities from preparation of nomination packets to canvass of vote - approximate 14 month election cycle.
<b>Expected Outcomes (Perf. Measures)</b>	100% compliance with AZ State Statutes, City Charter, City Code; all phases of election responsibilities completed successfully.
<b>Time Commitment</b>	No limit, City Clerk Department highest priority.
<b>Expected Challenges</b>	Raising voter turnout by increasing awareness of important local government services
<b>Goal</b>	Successfully plan and conduct classes for organization on record retention schedules, contract processing, and essential records.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Schedule and promote classes, prepare speaking notes and power points, respond to questions at and after the meeting.
<b>Expected Outcomes (Perf. Measures)</b>	Increase in compliance with processes and procedures for purging documents, contract completion, and record disaster advance planning
<b>Time Commitment</b>	Each class requires 8 staff hours
<b>Expected Challenges</b>	Attendance and participation organization's employees charged with these responsibilities

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - Prepare and post city ordinances, resolutions, and contracts on City Clerk Internet page for public reference.
- Accomplishment - Reviewed and redacted documents prior to release of public records requests (formerly done by City Attorney Office)
- Accomplishment - Receive agenda items, prepare agenda, and produce and distribute City Council Workshop Packet (formerly done by City Manager Office)

<b>GOAL UPDATES</b>	
<b>Goal</b>	Successfully plan and conduct the 2012 Fall Municipal Elections.



<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Primary and General Elections with additional ballot measure were successfully completed. Compliance with all election laws; all Primary and General election processes performed successfully with seamless coordination with Maricopa County.
<b>What were the Performance Measures?</b>	100% compliance with all election laws; all Primary and General election processes performed successfully, and seamless coordination with Maricopa County.
<b>Obstacles/Challenges</b>	Both the City of Glendale and Maricopa County recently completed a redistricting process. There were challenges encountered with district lines, which were successfully overcome. Both an initiative and referendum were submitted late in the election cycle requiring substantial staff time to process. The initiative qualified for the ballot requiring the preparation and distribution of a publicity pamphlet. All activities were completed in compliance with State Statutes, City Charter and Code.
<b>Goal</b>	Purge Day 2013.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Purge Day 2013 is not yet complete due to hold for pending special audit results. Vendor has been procured and planning is underway. It is anticipated to hold Purge Day prior to end of fiscal year
<b>What were the Performance Measures?</b>	Equal to or increased purge activity for individual departments.
<b>Obstacles/Challenges</b>	The style of recycle can has changed; vendors successfully worked to adapt to changed style. Vendor selected. Budget restrictions caused temporary delay. Funding has been identified for Purge Day 2013. A special audit is currently underway, causing a hold of some documents. Several departments will not be able to participate in this Purge Day until audit completed. We will work with them at a later date to purge records. A successful Purge Day 2013 is anticipated

**FISCAL YEAR 2012**

**GOAL UPDATES**

<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	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.



<b>What were the Performance Measures?</b>	City Council and Justice Department approval of 2011 Redistricting proposal.
<b>Obstacles/Challenges</b>	There were no major issues with the redistricting although it was a challenge to get voters/residents to participate in the process.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high-quality services for citizens.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	Reduction in expired documents and gain in electronic storage space.
<b>Obstacles/Challenges</b>	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.



## CITY CLERK

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10210) City Clerk	\$415,827	\$412,442	\$412,442	\$417,982	1%
(1000-10220) Records Management	\$147,506	\$147,358	\$147,358	\$149,584	2%
(1000-10240) Elections	\$101,611	\$138,941	\$132,844	\$29,006	-79%
<b>Total - City Clerk</b>	<b>\$664,944</b>	<b>\$698,741</b>	<b>\$692,644</b>	<b>\$596,572</b>	<b>-15%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$496,717	\$492,829	\$492,829	\$506,031	3%
(A7000) Non-Salary Operating Budget	\$155,885	\$193,201	\$187,104	\$78,601	-59%
(A7500) Premiums/Controlled Budget	\$12,342	\$12,711	\$12,711	\$11,940	-6%
<b>Total - City Clerk</b>	<b>\$664,944</b>	<b>\$698,741</b>	<b>\$692,644</b>	<b>\$596,572</b>	<b>-15%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10210) City Clerk	4	4	4	4	0%
(1000-10220) Records Management	2	2	2	2	0%
<b>Total - City Clerk</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0%</b>



**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 2014**

<b>GOALS</b>	
<b>Goal</b>	Achieve restoration of full staffing levels as authorized in the Court's operational budget.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Complete all recruitment measures necessary to select qualified candidates for all vacant clerical and administrative positions.
<b>Expected Outcomes (Perf. Measures)</b>	Higher levels of customer service and improvements in staff morale as the Court reaches authorized staffing levels.
<b>Time Commitment</b>	All current clerical vacancies to be filled by 8-1-13. The current court administrator vacancy to be filled by 9-1-13.
<b>Expected Challenges</b>	Potential court administrator applicants may possess less than desired levels of direct experience performing administrative work in a limited jurisdiction court setting.
<b>Goal</b>	Identify additional alternative case processing options for specialized offender populations, such as military veterans, to hold these defendants accountable while also linking them with social services.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Activities</b>	Serve as the lead court participating in Glendale's "Stand Up for Veterans" event in September 2013. Participate in the annual "Veterans Stand Down" project in Phoenix.
<b>Expected Outcomes (Perf. Measures)</b>	Resolution of outstanding civil and criminal cases and arrest warrants for military veterans with pending court matters.
<b>Time Commitment</b>	To be determined: The scope of work for "Stand Up" is dependent upon the volume of other local courts who commit to participating in the project.



<b>Expected Challenges</b>	Limited resources and reduced operational hours (Friday closures) from potential participating courts will limit the number of courts involved in "Stand Up."
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**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- **Innovation** - Glendale City Court created a problem-solving Mental Health Court in partnership with the Glendale City Prosecutor’s Office, a public defender and local behavioral health experts from Magellan Health Services. Glendale City Court’s Mental Health Court is designed to maintain case management services for mentally ill defendants through psychiatric stabilization which lessens probabilities of recidivism. These efforts are accompanied by monetary savings and a better quality of life for participants.
- **Accomplishment** - The Court was awarded its fourth consecutive two-year grant from the U.S. Justice Department/Office on Violence Against Women. These funds now total \$1.5 million since 2005 to implement programs designed to heighten victim safety and hold their abusers accountable. The majority of the 2012 grant benefits activities of the Glendale Police Department.
- **Accomplishment** - The Court worked with City Materials Management procurement specialists to research and draft a competitive Request for Proposals based on best industry practices nationwide for DUI and domestic violence offender intervention treatment models. That process resulted in the selection of a new counseling vendor, Community Support Services, Inc. Program enhancements by this agency include a better exchange of client status data and more timely and relevant defendant progress reports.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Explore community collaborations and partnerships to identify new and innovative methods of adjudicating specialized offender populations, such as defendants with mental health disorders.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	Reductions in the levels of staff resources and costs necessary to process cases involving specialized offender populations.
<b>Obstacles/Challenges</b>	Several calendaring adjustments were necessary to incorporate the Mental Health docket into the existing court calendar at a frequency of every two weeks. Extensive information sharing was undertaken to forge the necessary support and commitments from project partners, including the city prosecutors office and Magellan Health Services.
<b>Goal</b>	Submit a FY12 grant funding proposal to the U.S. Department of Justice, Office on Violence Against Women.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes



<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	The U.S. Department of Justice reduced all grantee funding levels from \$400,000 to \$300,000 for the two-year award.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	No backlog observed on court calendared cases. Individual case terminations will continue to exceed case filings.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Develop additional electronic court forms to reduce costs and maximize staffing resources.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	None.



## CITY COURT

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10410) City Court	\$3,584,238	\$3,555,129	\$3,555,129	\$3,494,961	-2%
(1240-10510) Court Security	\$287,100	\$471,345	\$333,053	\$478,844	2%
(1240-10520) Court Time Payments	\$98,574	\$129,699	\$112,520	\$131,840	2%
(1240-10530) Fill the Gap	\$26,246	\$57,000	\$37,005	\$57,000	0%
<b>Total - City Court</b>	<b>\$3,996,158</b>	<b>\$4,213,173</b>	<b>\$4,037,707</b>	<b>\$4,162,645</b>	<b>-1%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$3,090,116	\$3,090,024	\$3,085,687	\$3,099,621	0%
(A7000) Non-Salary Operating Budget	\$859,741	\$1,074,915	\$903,786	\$1,015,459	-6%
(A7500) Premiums/Controlled Budget	\$46,301	\$48,234	\$48,234	\$47,565	-1%
<b>Total - City Court</b>	<b>\$3,996,158</b>	<b>\$4,213,173</b>	<b>\$4,037,707</b>	<b>\$4,162,645</b>	<b>-1%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10410) City Court	40.75	37.75	36.5	36.5	-3%
(1240-10510) Court Security	1	2	2	2	0%
(1240-10520) Court Time Payments	1	1	1	1	0%
<b>Total -City Court</b>	<b>42.75</b>	<b>40.75</b>	<b>39.5</b>	<b>39.5</b>	<b>-3%</b>



**CITY MANAGER**  
**DICK BOWERS, INTERIM**

**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 2014**

<b>GOALS</b>	
<b>Goal</b>	Provide leadership and accountability for the organization through vigilant oversight of the city's budget during the challenging economic recession.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Schedule Budget Workshops, as needed, to provide timely review and transparency regarding departmental budgeting, forecasting and revenue generating opportunities.
<b>Expected Outcomes (Perf. Measures)</b>	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.
<b>Time Commitment</b>	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 of the city.
<b>Expected Challenges</b>	Ensure budget information is provided on a timely basis, well in advance of the meetings so there is adequate time to review materials.
<b>Goal</b>	Implement Council policy direction related to protecting and promoting the economic development and vitality of our community and safeguarding current economic investments.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Activities</b>	Staff will work continuously throughout the year to retain key tenants and bring new tenants to Glendale to support economic vitality.
<b>Expected Outcomes (Perf. Measures)</b>	New business development, business partnerships and redevelopment of existing businesses to initiate new opportunities for revenue and job creation.
<b>Time Commitment</b>	Requires the time commitment of several departments within the city to facilitate business development including the City Manager's Office.
<b>Expected Challenges</b>	New projects may require fast turnaround times by limited staffing.



## FISCAL YEAR 2013

**Innovations and Accomplishments:**

- Innovation - A new City Council agenda process was implemented following a comprehensive evaluation and review by several city departments. The SharePoint cloud portal provides additional transparency, ease of submitting appropriate agenda documentation and a tool to generate reports for Council review. In addition, an upcoming agenda items calendar provides current status information on all items moving forward for Council consideration.
- Innovation - Financial Reporting Improvements - Developed the Quarterly Financial Reports and provided direction for the "Follow Your Money" feature on the city's website to deliver information directly to Glendale staff members, Council and citizens.
- Innovation - City Manager's Office - Revitalized the reporting, communications and Intranet webpage to encourage transparency and direct contact with city staff. Implementing the Weekly Re-Cap, or Week in Review, to communicate directly and honestly with all employees on city matters and upcoming events. In addition, the Ideas Garden was created on the City Manager's Office webpage for employees to provide organizational ideas and suggestions for consideration, anonymously if requested.
- Innovation - Developed the Monthly Departmental Report that features a synopsis of departmental activities and staffing levels. A city-wide recap is provided with the most relevant achievements during the month and the pending items for future consideration and monitoring.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Continue to provide leadership and accountability for the organization through vigilant oversight of the city's budget during the challenging economic recession and downturn.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes, initiatives will be ongoing.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Ensuring that best practices and sound business decisions were utilized as the basis for evaluating staffing and programmatic changes.
<b>Goal</b>	Provide leadership, vision and accountability for the organization as economic development and redevelopment opportunities surface and require City Council action.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Was the Goal Met?</b>	Yes, initiatives will be ongoing. Staff has worked continuously throughout the year to retain key tenants and bring new tenants to Glendale to support economic vitality.



<b>What were the Performance Measures?</b>	Additional new business development, business partnerships and redevelopment of existing businesses to initiate new synergistic opportunities for revenue and job creation.
<b>Obstacles/Challenges</b>	None

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Expand the INNOVATE program to include community outreach and communication, integration of technology, and continued employee education on LEAN methodology.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes, initiatives are ongoing.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The administration of the INNOVATE program has been fully integrated into the Technology &amp; 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.</li> <li>• 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.</li> </ul>
<b>Obstacles/Challenges</b>	Staff time to participate in learning opportunities is limited and finding ways to reach more employees has been a challenge.



<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes, initiatives are ongoing.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Obstacles/Challenges</b>	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.



**CITY MANAGER**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-10310) City Manager	\$1,108,026	\$820,903	\$820,903	\$804,914	-2%
<b>Total - City Manager</b>	<b>\$1,108,026</b>	<b>\$820,903</b>	<b>\$820,903</b>	<b>\$804,914</b>	<b>-2%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$991,206	\$732,849	\$732,849	\$733,141	0%
(A7000) Non-Salary Operating Budget	\$106,942	\$78,230	\$78,230	\$63,730	-19%
(A7500) Premiums/Controlled Budget	\$9,878	\$9,824	\$9,824	\$8,043	-18%
<b>Total - City Manager</b>	<b>\$1,108,026</b>	<b>\$820,903</b>	<b>\$820,903</b>	<b>\$804,914</b>	<b>-2%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-10310) City Manager	7	5	5	5	0%
<b>Total -City Manager</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0%</b>



### ADMIN SVCS ADMIN.

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11210) Administration Services Admin.	\$7,930	\$0	\$0	\$0	NA
<b>Total - Admin Svcs Admin.</b>	<b>\$7,930</b>				

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$1,013				N/A
(A7000) Non-Salary Operating Budget	\$8				N/A
(A7500) Premiums/Controlled Budget	\$6,909				N/A
<b>Total - Admin Svcs Admin.</b>	<b>\$7,930</b>				

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11210) Administration Services Admin.	2				
<b>Total -Admin Svcs Admin.</b>	<b>2</b>				



**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 Communications Department consists of nine divisions, including the Public Relations Office, Special Events, Tourism and the Glendale Convention & Visitors Bureau, Glendale 11, Glendale Media Center, Web Services, Creative Services, Glendale Civic Center and Administration. 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 2014**

<b>GOALS</b>	
<b>Goal</b>	Increase revenue at the Civic Center while cutting costs to achieve increased cost recovery.
<b>Related Council Goal</b>	One community with a vibrant city center.
<b>Activities</b>	Reduce operating budget for FY14 including elimination of 1 FTE. Implemented cost saving programs to reduce expenses with utilities and staffing. Increase marketing efforts to increase revenue and maintain #1 ranking from Ranking Arizona: The Best of Arizona Business for the second year in a row.
<b>Expected Outcomes (Perf. Measures)</b>	Work to ensure the transfer amount for the Civic Center is less than \$215,000 for the upcoming year.
<b>Time Commitment</b>	The mandate for the Civic Center to be 100% cost recovery is a 3 year plan.
<b>Expected Challenges</b>	Achieving 100% cost recovery is a challenge as the facility was never designed to be self-sufficient, but rather an enhancement for the downtown to attract business and visitors. Similar government-owned facilities are not 100% cost recovery. Currently, 4 full-time staff assist in generating approximately \$400,000 in revenue. Comparable facilities have double the amount of staff.
<b>Goal</b>	Create a new Hotel Advisory Committee to provide input into how the Glendale CVB's new hotel bed-tax revenue will be spent.
<b>Related Council Goal</b>	One Community with Quality Economic Development



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Communications*

<b>Activities</b>	Research and write duties of new Hotel Advisory Committee that will provide input into how the bed-tax revenue will be spent on tourism promotion programs and initiatives, and then form the new committee made up of Glendale hotel general managers or their representatives.
<b>Expected Outcomes (Perf. Measures)</b>	Hold quarterly meetings with new Hotel Advisory Committee and develop spending priorities for the bed-tax revenue. Attract new events and business conferences to Glendale as a result.
<b>Time Commitment</b>	12 months.
<b>Expected Challenges</b>	Ensuring that we have high-level representatives from Glendale hotels serving on the committee and having the committee provide input that the majority of committee members will support. This may be challenging due to the diverse size & scope of Glendale hotels; hotel representatives may have conflicting ideas on how the money should be allocated.
<b>Goal</b>	Provide the necessary support to help turn the new downtown events into a reality.
<b>Related Council Goal</b>	One Community with a Vibrant City Center.
<b>Activities</b>	Several new initiatives involve bringing new events to Glendale that will not cost taxpayers any money. Regardless of how they will be funded, these events will still need to go through the city's special events permit process, which requires considerable staff time. The Communications Department serves as the liaison for this process.
<b>Expected Outcomes (Perf. Measures)</b>	New events in the downtown, including the Old Towne Glendale Cruise and Car Show (monthly event) and the Glendale Christmas Parade, as well as a new Fourth of July fireworks show in Glendale's Sports & Entertainment District.
<b>Time Commitment</b>	12 months.
<b>Expected Challenges</b>	Working with event producers who have never produced on public property; working with city departments in minimizing city service costs required for each event.
<b>Goal</b>	Strategize and plan for a very successful Super Bowl 2015.
<b>Related Council Goal</b>	One Community with Quality Economic Development.
<b>Activities</b>	Engage the business and tourism community, as well as residents to participate in Super Bowl related activities or promotion as a strategy to attract people and awareness of Glendale. Develop a comprehensive national media outreach plan and start implementing in August of 2014 in an effort to increase exposure of Glendale and generate positive publicity.
<b>Expected Outcomes (Perf. Measures)</b>	The results will be measured in numerous ways with publicity value alone being measured by the number of stories and references in the media for being the host city. Other measurements include an increase in business and sales tax revenue in and around the actual Super Bowl due to communication and marketing efforts.
<b>Time Commitment</b>	Current through March 2015.
<b>Expected Challenges</b>	Competition with Valley cities.



<b>Goal</b>	Increase revenue at the Media Center through a successful RFP with an outside production company.
<b>Related Council Goal</b>	One Community with Quality Economic Development.
<b>Activities</b>	An RFP is already in progress to partner with an outside company to increase revenue from studio rentals. At this time staff shortages in Purchasing are requiring this project to wait behind other priority city projects. At this writing, we hope to get the RFP out this fall.
<b>Expected Outcomes (Perf. Measures)</b>	The best result would be for an experienced production company to partner with the city for use of the space and share a percentage of the new studio rental profits with the city.
<b>Time Commitment</b>	Continue to work with Purchasing to complete the RFP, hold an open house and review submitted bids.
<b>Expected Challenges</b>	This is a unique and innovative idea for the Media Center and it is unknown whether any company will be interested in pursuing this partnership at this time. This has never been done before and we will evaluate its viability moving forward and are excited about the potential possibilities.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- **Accomplishment** - Conceptualized, designed and implemented the communication strategy for Proposition 457, the city's temporary sales tax increase, including coordination and oversight of news releases, media interviews, editorials, FAQs, internal messages, speaker bureaus, special public budget meetings and interviews, which won overwhelming voter approval this year.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Attract new special events to Glendale.
<b>Related Council Goal</b>	One community with a vibrant city center. One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes, we've been successful in bringing several new events to Glendale. The kickoff for the monthly Glendale Old Towne Cruise and Car Show was held in downtown on Saturday, May 18. The inaugural show featured more than 300 classic, custom and antique cars and hundreds of additional spectators. We also created several new downtown events and activities in partnership with merchants, including the Royal Tea Party and the Summer Craft Classes. Another inaugural event, the Arizona Watermelon Festival, was held downtown on Saturday, June 8. In addition, we were able to attract several races to the Westgate area, as well as a 4th of July event. There are also plans in the works to bring a new holiday parade to the downtown during the Christmas season.



<b>What were the Performance Measures?</b>	Bring, or facilitate in bringing, one new event to Glendale in FY13.
<b>Obstacles/Challenges</b>	Several of the event producers had never held an event on city property before. Thus, they were unfamiliar with Glendale's codes and regulations pertaining to holding an event in the city. As a result, a considerable amount of staff time had to be dedicated to these events as the promoters needed to be advised on city processes every step of the way.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	<p>Yes, this goal was met.</p> <ul style="list-style-type: none"> <li>• Major gains from this new strategy were achieved on the city's YouTube channel, MyGlendale11. In the past year, Glendale 11 has posted more the 400 videos- that averages out to more than one per day! The channel has had more than 130,000 views this past year alone. The YouTube channel has more than 840 videos posted in total and more than 350,000 total views since the channel began in June 2009. There are more than 1,600 videos on the city's online video archive, an increase of 31% over the last year.</li> <li>• Explosive growth in the city's social media presence: Increase of 57% likes on Facebook, increase of 26% followers on Twitter and a whopping 190% increase in photo views on Flickr. The city has more than 2 million views on Flickr!</li> <li>• Developed new mobile web site for the city's home page, <a href="http://www.glendaleaz.mobie">www.glendaleaz.mobie</a>, so online visitors can find out what's happening in Glendale on their phone, iPad, or other handheld device with the touch of a finger.</li> </ul>
<b>What were the Performance Measures?</b>	Increase online downloads/viewership of online video by 5%. Increased Glendale 11 content online by 10%.
<b>Obstacles/Challenges</b>	The high cost of mobile video applications with limited city budgets will restrict the expansion of some videos to the web. However, the station is maximizing free YouTube and other social media resources in every possible way.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Attracting new events to the area is a high priority goal for the Office of Special Events this year.



<b>Related Council Goal</b>	One community with a vibrant city center. One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Challenges in creating and bringing new events include attracting visitors and getting the word out.
<b>Goal</b>	
<b>Goal</b>	Increase facility usage and revenue at the Glendale Civic Center.
<b>Related Council Goal</b>	One community that is fiscally sound. One community with a vibrant city center.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	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.



## MARKETING AND COMM.

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10810) Marketing	\$1,074,395	\$1,068,890	\$1,068,890	\$1,093,532	2%
(1000-14110) City-Wide Special Events	\$331,627	\$321,007	\$321,007	\$335,466	5%
(1000-14115) Audio/Visual	\$123,390	\$126,289	\$126,289	\$116,278	-8%
(1000-14120) Cable Communications	\$711,653	\$537,094	\$537,094	\$504,017	-6%
(1281-10840) Mkt'g - Stadium Events	\$96,539	\$25,070	\$25,070	\$27,844	11%
(1870-14321) Glitter Spectacular	\$113,639	\$124,865	\$124,873	\$124,865	0%
(1870-14323) Enchanted Evening	\$97,757	\$89,268	\$89,327	\$89,268	0%
(1870-14323) Glitter and Glow	\$93,589	\$95,751	\$95,711	\$95,751	0%
(1870-14324) Chocolate Affaire	\$97,365	\$102,676	\$102,636	\$102,676	0%
(1870-14325) Jazz Festival	\$171,577	\$176,408	\$0	\$0	-100%
(1870-14326) Glitters Light	\$159,588	\$154,182	\$154,182	\$154,182	0%
(1870-14327) Other Special Events	\$80,746	\$103,415	\$103,415	\$103,415	0%
(1870-14328) Summer Band	\$5,903	\$3,435	\$3,435	\$3,435	0%
<b>Total - Marketing and Comm.</b>	<b>\$3,157,768</b>	<b>\$2,928,350</b>	<b>\$2,751,929</b>	<b>\$2,750,729</b>	<b>-6%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$2,044,193	\$1,869,433	\$1,868,879	\$1,881,341	1%
(A7000) Non-Salary Operating Budget	\$995,096	\$942,646	\$766,779	\$765,650	-19%
(A7500) Premiums/Controlled Budget	\$118,479	\$116,271	\$116,271	\$103,738	-11%
<b>Total - Marketing and Comm.</b>	<b>\$3,157,768</b>	<b>\$2,928,350</b>	<b>\$2,751,929</b>	<b>\$2,750,729</b>	<b>-6%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10810) Marketing	10	11	11	11	0%
(1000-14110) City-Wide Special Events	3.75	4	4	4	0%
(1000-14115) Audio/Visual	2	1	1	1	0%
(1000-14120) Cable Communications	7	6	4.5	4.5	-25%
<b>Total -Marketing and Comm.</b>	<b>22.75</b>	<b>22</b>	<b>20.5</b>	<b>20.5</b>	<b>-7%</b>



**TOURISM/CVB**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-10820) Tourism	\$231,700	\$231,442	\$231,442	\$0	-100%
(1750-10820) Tourism	\$0	\$0	\$0	\$237,301	NA
(1750-14312) Glendale CVB - Bed Tax	\$0	\$0	\$0	\$418,130	NA
(1870-14300) Banner Program	\$900	\$0	\$0	\$0	NA
(1870-14310) Tourism - Souvenir Program	\$758	\$5,000	\$5,000	\$5,000	0%
(1870-14311) Glendale CVB - Memberships	\$22,240	\$448,130	\$30,000	\$30,000	-93%
(1870-14312) Glendale CVB - Bed Tax	\$0	\$0	\$418,130	\$0	NA
<b>Total - Tourism/CVB</b>	<b>\$255,598</b>	<b>\$684,572</b>	<b>\$684,572</b>	<b>\$690,431</b>	<b>1%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$191,780	\$184,889	\$184,889	\$190,208	3%
(A7000) Non-Salary Operating Budget	\$55,061	\$491,508	\$491,508	\$491,508	0%
(A7500) Premiums/Controlled Budget	\$8,757	\$8,175	\$8,175	\$8,715	7%
<b>Total - Tourism/CVB</b>	<b>\$255,598</b>	<b>\$684,572</b>	<b>\$684,572</b>	<b>\$690,431</b>	<b>1%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1750-10820) Tourism	2.5	2.5	2.5	2.5	0%
<b>Total - Tourism/CVB</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>0%</b>



## CONV./MEDIA/PARKING

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10890) Convention/Media/Parking	\$243,008	\$268,358	\$268,358	\$267,621	0%
(1000-10891) Media Center Operations	\$134,838	\$142,603	\$142,603	\$145,348	2%
<b>Total - Conv./Media/Parking</b>	<b>\$377,846</b>	<b>\$410,961</b>	<b>\$410,961</b>	<b>\$412,969</b>	<b>0%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$104,018	\$103,475	\$103,475	\$106,332	3%
(A7000) Non-Salary Operating Budget	\$129,094	\$164,493	\$164,493	\$164,493	0%
(A7500) Premiums/Controlled Budget	\$144,734	\$142,993	\$142,993	\$142,144	-1%
<b>Total - Conv./Media/Parking</b>	<b>\$377,846</b>	<b>\$410,961</b>	<b>\$410,961</b>	<b>\$412,969</b>	<b>0%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10891) Media Center Operations	1	1	1	1	0%
<b>Total -Conv./Media/Parking</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0%</b>



## CIVIC CENTER

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1740-11710) Civic Center	\$763,496	\$687,728	\$650,728	\$586,180	-15%
<b>Total - Civic Center</b>	<b>\$763,496</b>	<b>\$687,728</b>	<b>\$650,728</b>	<b>\$586,180</b>	<b>-15%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$447,067	\$384,146	\$367,146	\$308,234	-20%
(A7000) Non-Salary Operating Budget	\$291,983	\$279,681	\$259,681	\$258,269	-8%
(A7500) Premiums/Controlled Budget	\$24,446	\$23,901	\$23,901	\$19,677	-18%
<b>Total - Civic Center</b>	<b>\$763,496</b>	<b>\$687,728</b>	<b>\$650,728</b>	<b>\$586,180</b>	<b>-15%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1740-11710) Civic Center	6	5	4	4	-20%
<b>Total -Civic Center</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>-20%</b>



## **COMMUNITY & ECONOMIC DEVELOPMENT**

### **BRIAN FRIEDMAN**

#### **Mission Statement:**

##### **Building Safety:**

The Building Safety Division 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.

##### **Economic Development:**

The Economic Development Division'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.

##### **Planning:**

The Glendale Planning Division 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:**

##### **Building Safety:**

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.

##### **Economic Development:**

- 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.

Planning:

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 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 2014**

<b>GOALS</b>	
<b>Goal</b>	Provide opportunities and support for all citizens and businesses wishing to locate, relocate and renovate within the city through partnership.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Provide exceptional services through decision making processes, design and development processes, construction and completion processes.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Community & Economic Development*

<b>Expected Outcomes (Perf. Measures)</b>	Increase in reported business attraction, retention and expansion to the city. Number of permits issued and feedback from clients.
<b>Time Commitment</b>	Ongoing through the fiscal year.
<b>Expected Challenges</b>	Open market demands.
<b>Goal</b>	Evaluate the components related to the update of the General Plan, Glendale 2025, which was adopted by City Council in 2002.
<b>Related Council Goal</b>	One community with strong neighborhoods.
<b>Activities</b>	Research, citizen participation process, and public hearings.
<b>Expected Outcomes (Perf. Measures)</b>	Assemble an interdepartmental team to create a plan and timelines to update the existing General Plan to "Glendale 2035: The Sustainable City." Draft the amendments required by State Statute. Written staff recommendations and reporting status will be provided.
<b>Time Commitment</b>	One year.
<b>Expected Challenges</b>	Some potential opposition/concerns from citizens and business owners.
<b>Goal</b>	Successfully partner with others to facilitate strong and timely development within the City of Glendale through the enforcement of adopted codes and ordinances and by streamlining processes and offering additional services to enhance expeditious and exceptional customer service.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Open and forthcoming communication with clients early in the process.
<b>Expected Outcomes (Perf. Measures)</b>	Reduced turnaround of projects and feedback from customers.
<b>Time Commitment</b>	On-going efforts throughout the fiscal year.
<b>Expected Challenges</b>	Some potential opposition from developers and appointed officials regarding the requirements.
<b>Goal</b>	Facilitate the creation of quality jobs for Glendale residents in key industries that pay above average wages, plus benefits.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Activities</b>	Recruit new businesses through our relationship building and GPEC/ACA leads.
<b>Expected Outcomes (Perf. Measures)</b>	Creation of 500 jobs in Glendale
<b>Time Commitment</b>	On-going efforts throughout the fiscal year.
<b>Expected Challenges</b>	Economic conditions continues to improve slowly. Companies are still reluctant to hire as evidenced by continuing high unemployment rates across the country.
<b>Goal</b>	Generate new revenue for the city with quality development projects and enhance the quality of life for Glendale residents by providing a quality full-service community.
<b>Related Council Goal</b>	One community that is fiscally sound.



<b>Activities</b>	Cooperate with Planning Division in identifying specific sites for future development of Industrial Parks and Business Parks in conjunction with updating the Glendale General Plan.
<b>Expected Outcomes (Perf. Measures)</b>	Identify specific parcels and areas for development of Parks and coordinate with Planning by including in the Comprehensive Plan to ensure proper zoning for future development.
<b>Time Commitment</b>	This will be part of the year-long Comprehensive General Plan Update.
<b>Expected Challenges</b>	Identifying specific areas that meet the criteria for development of Industrial and Business Parks. A slow moving economy combined with limited vacant office and industrial inventory available.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - Economic Development Division, Small Business Assistance, gained council approval in workshop for the creation of a consortium consisting of Glendale Community College, Small Business Development Center, Procurement Technical Assistance Center and others, to provide a comprehensive program of small business assistance to be housed at the Sine Building. This unique consortium has the potential of becoming one of the most important and sustained programs for business in Glendale.
- Accomplishment - Gained Council Approval for the Loop 303 Annexation Corridor laying the groundwork for the future development of this new frontier in Glendale
- Accomplishment - Reorganized the Building Safety Division to continue providing excellent customer service and opportunities for staff to expand in their profession.
- Accomplishment - Co-hosted Procurement Fair with Glendale Chamber of Commerce consisting of 70 companies securing booth space and attended by over 500 people.
- Accomplishment - Tanger Mall opened in record time with more than 80 tenant spaces ready for business on the grand opening day.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, accessible, and sustainable built environment.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes. All updated code were adopted and are now implemented to meet the latest safety standards. The City of Glendale adopted our first Energy code with this series. Codes were adopted on October 23, 2012 and became effective on Dec. 1, 2012.
<b>What were the Performance Measures?</b>	Codes to be adopted by October 2012.
<b>Obstacles/Challenges</b>	The amount of staff time required to complete this goal.
<b>Goal</b>	Assist existing Glendale businesses through a proactive Business Retention and Expansion Program.
<b>Related Council Goal</b>	One community with quality economic development.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Community & Economic Development*

<b>Was the Goal Met?</b>	Yes, the Economic Development Division-Business Retention program co-hosted with the Glendale Chamber of Commerce this past year with the largest state-wide Procurement Fair located on the campus of Thunderbird School of Global Management. Over 70 exhibitors were on hand and over 500 people attended. In addition, the Division, arranged for a series of mini-workshops to be held in conjunction with the Fair where the SBDC, PTAC and Thunderbird School of Global Management provided information on the programs and assistance available to small business in Glendale. In addition, the Division assisted Serta Mattress expand their operations in two-phase process, including purchase of additional land and the construction of additional warehouse space and office adjacent to their existing building.
<b>What were the Performance Measures?</b>	Reach out to 30 existing Glendale companies
<b>Obstacles/Challenges</b>	Expected challenges that occurred was assisting companies with limited resources.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Provide responsive, proactive, efficient, consistent and cost-effective service.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	The number of permits increased by 6% and inspections by 9%.
<b>Goal</b>	Maintaining superior customer service to internal and external customers.
<b>Related Council Goal</b>	One community with high quality service for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	The performance measures were based on turnaround of projects and feedback from customers.
<b>Obstacles/Challenges</b>	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.



**COMMUNITY & ECON DEV**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-13770) Mapping and Records	\$100,921	\$105,129	\$105,129	\$98,809	-6%
(1000-15610) Building Safety	\$1,979,987	\$1,795,236	\$1,795,236	\$2,084,885	16%
(1000-15620) Development Services Center	\$347,466	\$361,758	\$361,758	\$0	-100%
(1000-15910) Planning Administration	\$337,053	\$304,042	\$304,042	\$749,739	147%
(1000-15930) Current Planning	\$323,817	\$256,829	\$256,829	\$0	-100%
(1000-15940) Long-Range Planning & Research	\$143,804	\$142,469	\$142,469	\$0	-100%
(1000-16010) Economic Development	\$775,127	\$773,718	\$773,718	\$749,577	-3%
(2400-17510) Cross Connection Control	\$131,376	\$232,134	\$232,134	\$142,222	-39%
<b>Total - Community &amp; Econ Dev</b>	<b>\$4,139,551</b>	<b>\$3,971,315</b>	<b>\$3,971,315</b>	<b>\$3,825,232</b>	<b>-4%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$787,986	\$729,667	\$729,667	\$0	-100%
(A7000) Non-Salary Operating Budget	\$4,766	\$17,059	\$17,059	\$0	-100%
(A7500) Premiums/Controlled Budget	\$22,335	\$14,330	\$14,330	\$0	-100%
<b>Total - Community &amp; Econ Dev</b>	<b>\$4,139,551</b>	<b>\$3,971,315</b>	<b>\$3,971,315</b>	<b>\$3,825,232</b>	<b>-4%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-13770) Mapping and Records	1	1	1	1	0%
(1000-15610) Building Safety	21	18	21	21	17%
(1000-15620) Development Services Center	6	5			
(1000-15910) Planning Administration	3	3	7	7	133%
(1000-15930) Current Planning	4	3			
(1000-15940) Long-Range Planning & Research	2	2			
(1000-16010) Economic Development	5	6	6	6	0%
(2400-17510) Cross Connection Control	2.75	2.75	1.75	1.75	-36%
<b>Total -Community &amp; Econ Dev</b>	<b>44.75</b>	<b>40.75</b>	<b>36.75</b>	<b>36.75</b>	<b>-10%</b>



## BUSINESS DEVELOPMENT

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-16025) Business Development	\$882,642	\$328,583	\$328,583	\$215,000	-35%
<b>Total - Business Development</b>	<b>\$882,642</b>	<b>\$328,583</b>	<b>\$328,583</b>	<b>\$215,000</b>	<b>-35%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A7000) Non-Salary Operating Budget	\$882,642	\$328,583	\$328,583	\$215,000	-35%
<b>Total - Business Development</b>	<b>\$882,642</b>	<b>\$328,583</b>	<b>\$328,583</b>	<b>\$215,000</b>	<b>-35%</b>



## REBATES & INCENTIVES

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-16210) Rebates & Incentives	\$50,000	\$388,000	\$388,000	\$338,000	-13%
<b>Total - Rebates &amp; Incentives</b>	<b>\$50,000</b>	<b>\$388,000</b>	<b>\$388,000</b>	<b>\$338,000</b>	<b>-13%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A7000) Non-Salary Operating Budget	\$50,000	\$388,000	\$388,000	\$338,000	-13%
<b>Total - Rebates &amp; Incentives</b>	<b>\$50,000</b>	<b>\$388,000</b>	<b>\$388,000</b>	<b>\$338,000</b>	<b>-13%</b>



## FINANCIAL SERVICES

### SHERRY SCHURHAMMER

**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, financial analysis, sales tax management and water services billing for the city. Finance also provides financial information to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council. Finance also provides customer service for water services and our taxpayers.
- 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.

### FISCAL YEAR 2014

GOALS	
<b>Goal</b>	Provide water services customers with another convenient resource in which to pay their monthly bills, through payment kiosks in various locations throughout the city.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Work with a third party vendor, as well as other city departments, to develop an interface between the current billing system and the outlying payment kiosks.
<b>Expected Outcomes (Perf. Measures)</b>	Reduction in the number of walk-in customers into the lobby needing to pay their water services bill.
<b>Time Commitment</b>	Three months
<b>Expected Challenges</b>	Researching possible payment disputes. This is the Customer Service Division's first partnership with a third party payment vendor and ensuring payments received through the kiosks are posted and funded timely and accurately will be a challenge.



<b>Goal</b>	Auditing and educating 160 businesses on the City Code to ensure compliance. Audits include desk reviews, estimates, Multijurisdictional audits (MJAC), and field audits.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Meet with taxpayers and discuss audit process and conduct audit functions.
<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Education of taxpayers on current code.</li> <li>• Bringing taxpayers into compliance.</li> <li>• Increase in ongoing sales tax revenue.</li> </ul>
<b>Time Commitment</b>	Entire fiscal year.
<b>Expected Challenges</b>	<ul style="list-style-type: none"> <li>• Acceptance by the taxpayer.</li> <li>• MJAC coordinator approval.</li> <li>• Unexpected complex audits.</li> <li>• Potential audit protest.</li> </ul>
<b>Goal</b>	Accounts Payable Innovate project to streamline payment request through process improvements and online form submission.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Suggested project to Innovate Administrator. Innovate will review scope of project and notify when project kickoff will commence.
<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Streamline process by reducing duplication of data entry through system interface of PeopleSoft modules</li> <li>• Online processing eliminating paper forms</li> <li>• Workflow routing of Dept. approvals</li> </ul>
<b>Time Commitment</b>	4-6 months projected
<b>Expected Challenges</b>	<ul style="list-style-type: none"> <li>• Time commitment of City resources (SME's)</li> <li>• Compliance with Retention provisions (paper versions versus electronic format of documents/records)</li> </ul>
<b>Goal</b>	Personnel Action Form Processing Innovate Project
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Weekly meeting with Innovate team and SME's to document current process and discuss process improvements
<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Streamline process by reducing duplication of data entry through system interface of PeopleSoft modules</li> <li>• Online processing eliminating paper forms</li> <li>• Workflow routing of Dept. approvals</li> </ul>
<b>Time Commitment</b>	4 months, however some aspects of this project may need to be shelved until system upgrade is complete
<b>Expected Challenges</b>	HRMS is awaiting upgrade to 9.2 scheduled for Calendar Year 2014
<b>Goal</b>	Collect, analyze and provide accurate and useful information to Council, city management, city departments and the public as it relates to the city budget.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Financial Services*

<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Prepare annual Council workshop materials related to revenue, transfers, operating, capital & debt service budgets. This includes five-year financial forecasts for each (excluding transfers), property tax rate options, rate studies and recommendations for enterprise funds and other departments that are supported in whole or part by user fees.
<b>Expected Outcomes (Perf. Measures)</b>	Completion of the upcoming fiscal year's budget workshops that ends with formal Council budget adoption. Monthly and/or quarterly revenue and expenditure reporting to Council is presented accurately and in a timely manner.
<b>Time Commitment</b>	This goal reflects an annual, ongoing time commitment from the Management & Budget Division.
<b>Expected Challenges</b>	Maintaining the level of service provided to the organization and the community with a budget team that was reduced from six to four FTE's. Understanding the changing dynamics and expectations of a new Council that has four new faces out of seven councilmembers (including the Mayor).

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - Customer Service Representatives educated customers to sign up for e-billing. This campaign increase the number of paperless billings from approximately 4,000 to over 10,000 in Fiscal Year 2013.
- Accomplishment - The Financial Services Supervisor over billing, contacted over 50 customers whose sewer rates were going to increase more than \$100 as compared to their previous years rate and explained the reasons for the increase. This contact was made prior to the billings being sent which diffused potential irate calls. Feedback from customers was positive and appreciative.
- Accomplishment - With the sales tax increase that occurred in August, 2012, staff successfully implemented the changes to the sales tax system and educated taxpayers on the increase as well as the two-tiered taxing component.
- Accomplishment - The CashPay card project was implemented by Payroll during February 2013. This program replaced paper employee paychecks with a prepaid debit card. This project meets the Financial Services department goal of reducing/eliminating paper forms and improving business processes.
- Accomplishment - Received the GFOA Distinguished Budget Award for the FY 2013 budget document. The document was scored as "proficient" or "outstanding" by all reviewers in regards to overall policy document, financial plan, operations guide and communications device.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Provide taxpayers with an on-line, electronic solution to file sales tax returns and payment of taxes.



<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	No
<b>What were the Performance Measures?</b>	Creates efficiencies, generates cost savings and provides taxpayers an easy, quick and accurate method to file a return and pay taxes.
<b>Obstacles/Challenges</b>	Due to proposed legislation and the push by the State for uniformity of the sales tax system, this goal was not accomplished. Until the legislation has been passed, the on-line system is on hold.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Positive recognition from GFOA on annual budget book.</li> </ul>
<b>Obstacles/Challenges</b>	None.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Eliminate routine paper checks.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	While we have eliminated some paper checks, we will be working in the coming year to continue the process by working with our vendors.
<b>What were the Performance Measures?</b>	Eliminated some paper checks.
<b>Obstacles/Challenges</b>	The fact that we have to work with several outside parties to achieve this goal is challenging.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• Monthly expenditure and revenue reports were consistently completed in a timely and accurate manner.</li> <li>• The FY 2012 recommended operating and capital budgets and quarterly reports to Mayor and Council were presented accurately and in a timely manner.</li> <li>• The FY 2011 annual budget book received the GFOA's Distinguished Budget Presentation Award</li> </ul>
<b>Obstacles/Challenges</b>	None.



## FINANCE

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11310) Finance Administration	\$496,155	\$483,798	\$483,798	\$404,364	-16%
(1000-11320) Accounting Services	\$874,922	\$822,627	\$822,627	\$891,245	8%
(1000-11340) License/Collection	\$748,423	\$707,844	\$936,672	\$916,102	29%
(1282-11415) Arena Management Fee	\$21,100,000	\$17,000,000	\$1,844,296	\$9,500,000	-44%
(1780-11420) Arena Renewal and Replacement	\$0	\$1,117,000	\$0	\$0	-100%
(1790-11400) AZSTA - Stadium Tax Refund	\$1,600,173	\$2,399,570	\$2,399,570	\$2,128,480	-11%
(2360-17020) Customer Service Office	\$2,708,859	\$2,957,838	\$2,457,838	\$2,643,052	-11%
<b>Total - Finance</b>	<b>\$27,528,532</b>	<b>\$25,488,677</b>	<b>\$8,944,801</b>	<b>\$16,483,243</b>	<b>-35%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$3,617,089	\$3,765,790	\$3,494,618	\$3,648,618	-3%
(A7000) Non-Salary Operating Budget	\$22,687,185	\$21,592,254	\$3,475,254	\$9,708,577	-55%
(A7500) Premiums/Controlled Budget	\$1,224,258	\$130,633	\$1,974,929	\$3,126,048	2293%
<b>Total - Finance</b>	<b>\$27,528,532</b>	<b>\$25,488,677</b>	<b>\$8,944,801</b>	<b>\$16,483,243</b>	<b>-35%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11310) Finance Administration	6	4	3	3	-25%
(1000-11320) Accounting Services	15	13	14	14	8%
(1000-11340) License/Collection	7	7	10	10	43%
(2360-17020) Customer Service Office	35.5	35.5	29.5	29.5	-17%
<b>Total -Finance</b>	<b>63.5</b>	<b>59.5</b>	<b>56.5</b>	<b>56.5</b>	<b>-5%</b>



**LEASE PMTS/OTHER FEES**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-11380) Lease Payments	\$632,757	\$1,177,077	\$1,177,077	\$1,329,761	13%
(1000-11390) Merchant Fees	\$280,928	\$199,687	\$199,687	\$303,687	52%
(1000-89800) 1000 Advisor Fees	\$67,272	\$90,000	\$90,000	\$90,000	0%
(1980-89802) 1980 Advisor Fees	\$0	\$6,066	\$6,066	\$0	-100%
(2000-89807) 2000 Advisor Fees	\$0	\$1,030	\$1,030	\$0	-100%
(2040-89806) 2040 Advisor Fees	\$807	\$2,000	\$2,000	\$2,000	0%
(2060-89804) 2060 Advisor Fees	\$53	\$6,857	\$6,857	\$500	-93%
(2080-89814) 2080 Advisor Fees	\$0	\$3,734	\$3,734	\$0	-100%
(2100-89815) 2100 Advisor Fees	\$358	\$2,000	\$2,000	\$1,000	-50%
(2180-89808) 2180 Advisor Fees	\$2,080	\$5,213	\$5,213	\$5,000	-4%
(2210-89813) 2210 Advisor Fees	\$2,479	\$13,568	\$13,568	\$0	-100%
(2360-89805) 2360 Advisor Fees	\$0	\$3,289	\$3,289	\$0	-100%
(2400-89809) 2400 Advisor Fees	\$0	\$17,222	\$17,222	\$0	-100%
(2420-89810) 2420 Advisor Fees	\$0	\$17,514	\$17,514	\$0	-100%
<b>Total - Lease Pmts/OtherFees</b>	<b>\$986,734</b>	<b>\$1,545,257</b>	<b>\$1,545,257</b>	<b>\$1,731,948</b>	<b>12%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A7000) Non-Salary Operating Budget	\$353,977	\$368,180	\$368,180	\$402,187	9%
(A7500) Premiums/Controlled Budget	\$632,757	\$1,177,077	\$1,177,077	\$1,329,761	13%
<b>Total - Lease Pmts/OtherFees</b>	<b>\$986,734</b>	<b>\$1,545,257</b>	<b>\$1,545,257</b>	<b>\$1,731,948</b>	<b>12%</b>



## MANAGEMENT & BUDGET

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11360) Materials Management	\$237,988	\$292,544	\$292,544	\$186,916	-36%
(1000-11610) Budget & Research	\$617,364	\$552,808	\$552,808	\$561,885	2%
(1000-11620) Grants Administration	\$45,340	\$65,493	\$65,493	\$66,685	2%
<b>Total - Management &amp; Budget</b>	<b>\$900,692</b>	<b>\$910,845</b>	<b>\$910,845</b>	<b>\$815,486</b>	<b>-10%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$875,478	\$874,810	\$874,810	\$780,695	-11%
(A7000) Non-Salary Operating Budget	\$11,170	\$23,290	\$23,290	\$23,290	0%
(A7500) Premiums/Controlled Budget	\$14,044	\$12,745	\$12,745	\$11,501	-10%
<b>Total - Management &amp; Budget</b>	<b>\$900,692</b>	<b>\$910,845</b>	<b>\$910,845</b>	<b>\$815,486</b>	<b>-10%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11360) Materials Management	2	3	2	2	-33%
(1000-11610) Budget & Research	6	4	4	4	0%
(1000-11620) Grants Administration	1	1	1	1	0%
<b>Total -Management &amp; Budget</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>-13%</b>



**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 & 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 2014**

<b>GOALS</b>	
<b>Goal</b>	Strive to increase public education through community outreach.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Activities</b>	Provide fire and life safety awareness and public education to the community through various programs such as: youth firesetter prevention and intervention, water safety, car seat, smoke alarm, healthier and safer lives, safety trailer, CERT training, CCC/CPR training, Fire pals, Fire drills, Senior Educator training, and fire extinguisher training.
<b>Expected Outcomes (Perf. Measures)</b>	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 safety issues.
<b>Time Commitment</b>	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.
<b>Expected Challenges</b>	Limited staff creates challenges; however, the department has been able to maintain services with the assistance of Safety Educators and CERT Volunteers.
<b>GOALS</b>	
<b>Goal</b>	Enhance response times.
<b>Related Council Goal</b>	One community committed to public safety.



<b>Activities</b>	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.
<b>Expected Outcomes (Perf. Measures)</b>	The Fire department's travel time goals are specified by the National Fire Protection Association NFPA 1221 Standards, 1710 response times. The Fire department shall establish a performance objective of not less than 90 percent for the achievement of each turnout time and travel time objectives specified in NFPA 2010 Edition 4.1.2.1.
<b>Time Commitment</b>	This is an ongoing effort as the Fire department consistently strives to improve response times.
<b>Expected Challenges</b>	Due to reduced budget and vacancies, constant staffing will continue to be a challenge.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- **Accomplishment** - In calendar year 2012, the Glendale Fire Department had 40,694 responses to 36,467 incidents. Our response times were: For structure fires, the first unit arrived on-scene in 4 minutes 41 seconds or less, 90% of the time. The arrival of an initial full alarm assignment consisting of three engines, one ladder and two command units was completed in 8 minutes 15 seconds or less, 90% of the time. For emergency medical incidents, the first unit with an AED or higher capability arrived in 5 minutes 32 seconds or less, 90% of the time.

<b>GOAL UPDATES</b>	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	Yes, this goal was met. In 2012, the division provided: CCC/CPR to 4,299 youths and 1,303 adults, Youths Firesetter intervention/training to 12 youths and 33 adults, and Fire Safety presentations to 1,239 citizens.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Limited staff creates challenges; however, the department has been able to overcome this with the numerous hours donated by volunteers.



<b>Goal</b>	Enhance response times.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	Yes, this goal was met.
<b>What were the Performance Measures?</b>	<p>The Fire department's travel time goals are in compliance with the best practices prescribed by the Commission on Fire Accreditation International:</p> <ul style="list-style-type: none"> <li>• For 90% of all emergency incidents, the first unit shall arrive on-scene within 5-minutes 12-seconds.</li> <li>• 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.</li> </ul>
<b>Obstacles/Challenges</b>	Reduced funding continues to be a challenge in staffing units.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Strive to increase public education and outreach.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	<p>Yes. During 2011, the Community Services Division increased public education/outreach and awareness by providing the following events:</p> <ul style="list-style-type: none"> <li>• CCC-CPR: 160 one-hour classes; 5,126 students and 815 adults trained in CCC-CPR and AED utilization</li> <li>• CERT: Community Emergency Response Training: Two 21-hour classes; 42 graduates.</li> <li>• Drowning Impact Awareness: City Proclamation and August Awareness Month.</li> <li>• Fire Drills at Senior Living Facilities: 3 Drills: 174 resident participants.</li> <li>• Fire and Life Safety Presentations: 34 one-hour presentations; 1,699 attendees.</li> <li>• Fire Pal Program: 15 Fire Pals; 34 Schools approximately 12,200 students in K-3rd grade taught per month.</li> <li>• Healthier Safer Lives Program: 4 Events; 139 Participants.</li> <li>• Pre-school Headstart Presentations: 21 Classes; 281 Children and 115 Parents.</li> <li>• Safety Educator Events: 35 Events: staffed booths – 15 volunteers.</li> <li>• Safety Trailer: 6 Events; 54 Classes; 94 Participants.</li> <li>• Youth Firesetter Intervention Program 3-hour Interventions: 12 Classes; 20 Youth and 18 Parents.</li> <li>• Youth Firesetter Prevention Presentations: 9 Classes; 236 Attendees</li> <li>• Youth Firesetter Train-the-Trainer Courses: Three separate two to six day classes: Three separate classes; 138 Attendees.</li> <li>• 15 Volunteers gave 726 Hours that equates to \$15,413.90 worth of valued time (in-kind).</li> </ul>



**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Fire Services**

<b>What were the Performance Measures?</b>	Indirectly reduce the number of medical emergencies, injuries and fires in Glendale by increasing citizen's education on safety related issues.
<b>Obstacles/Challenges</b>	Limited staff creates challenges; however, the department has been able to overcome this with the numerous hours donated by volunteers.
<b>Goal</b>	Enhance response times.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	<p>Yes, this goal was met.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• EMS baseline: For 90% of EMS incidents, the travel time for the first arriving unit with AED capability was within 5-minutes 34-seconds.</li> <li>• ALS baseline: For 90% of ALS incidents, the travel time for the arrival of ALS paramedic services was within 5-minutes 31-seconds.</li> </ul>
<b>What were the Performance Measures?</b>	<p>The department's Service Level Objectives for response times are:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Obstacles/Challenges</b>	Reduced funding continues to be a challenge in staffing units.

**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Fire Services**



**FIRE DEPARTMENT**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-12410) Fire Administration	\$1,708,855	\$1,666,157	\$1,677,157	\$1,428,335	-14%
(1000-12421) Fire Special Operations	\$8,837	\$16,293	\$16,293	\$16,293	0%
(1000-12422) Fire Operations	\$18,144,429	\$19,160,363	\$19,897,622	\$20,903,968	9%
(1000-12433) Fire Resource Management	\$1,881,611	\$1,870,124	\$2,234,793	\$2,158,781	15%
(1000-12434) Fire Training	\$12,973	\$13,656	\$13,656	\$0	-100%
(1000-12436) Fire Medical Services & Health	\$18,908	\$48,983	\$48,983	\$49,099	0%
(1000-12438) Fire-Emergency Mgmt	\$0	\$0	\$0	\$340,622	NA
(1000-12441) Fire Marshal's Office	\$854,690	\$813,458	\$813,458	\$828,595	2%
(1000-12444) Fire Community Services	\$12,984	\$15,250	\$15,250	\$15,250	0%
(1000-12491) Ambulance Services	\$474,342	\$498,294	\$498,294	\$505,640	1%
(1000-12492) Air-Med & Logistics Ops (HALO)	\$808,749	\$767,633	\$895,950	\$966,041	26%
(1000-12521) PS Training Ctr - Fire	\$530,520	\$581,875	\$581,875	\$581,875	0%
(1281-12515) Fire - Fiesta Bowl Event	\$72,665	\$159,942	\$159,942	\$159,932	0%
(1281-12520) Stadium - Fire Event Staffing	\$231,622	\$229,886	\$229,886	\$229,871	0%
(1282-12489) Westgate - Fire Event Staffing	\$247	\$0	\$0	\$0	NA
(1282-12490) Arena - Fire Event Staffing	\$170,782	\$302,336	\$218,629	\$303,094	0%
(1283-12485) CBRanch - Fire Event Staffing	\$33,291	\$28,852	\$28,852	\$28,852	0%
(1720-12610) Fire - Special Revenue Fund	\$7,503,525	\$6,559,036	\$6,452,530	\$6,913,425	5%
(1840-34001) Grant Approp - Fire Dept	\$0	\$3,500,000	\$500,000	\$500,000	-86%
(1840-34006) Paramedic Refresher Programs-D	\$102	\$0	\$0	\$0	NA
(1840-34007) Employee Recognition-Donations	\$5,184	\$0	\$0	\$0	NA
(1840-34008) Crisis Response - Donations	\$2,365	\$0	\$0	\$0	NA
(1840-34014) Comm. Outreach-Donations	\$1,798	\$0	\$0	\$0	NA
(1840-34029) Child Safety Seat-Donations	\$287	\$0	\$0	\$0	NA
(1840-34033) Fire Dept Cadet Pgm-Donations	\$1,034	\$0	\$0	\$0	NA
(1840-34043) Fire Parade	\$5,293	\$0	\$0	\$0	NA
(1840-34059) Honor Guard Donations	\$1,907	\$0	\$0	\$0	NA
(1840-34060) 2009/10 Childhood Immunization	\$27,917	\$0	\$0	\$0	NA
(1840-34064) 2009 MMRS	\$74,059	\$0	\$0	\$0	NA
(1840-34066) 2010 SHSGP GFD Citizen Corps	\$5,182	\$0	\$0	\$0	NA
(1840-34067) 2010 UASI GFD TLO Sustainment	\$9,760	\$0	\$0	\$0	NA
(1840-34068) 2010 UASI GFD RRT	\$6,253	\$0	\$0	\$0	NA
(1840-34069) 2010 MMRS	\$182,516	\$0	\$0	\$0	NA
(1840-34071) GOHS Occu Protection Educ.	\$11,070	\$0	\$0	\$0	NA
(1840-34072) AHIMT-Wildland Special Ops	(\$61,539)	\$0	\$0	\$0	NA
(1840-34073) 2009 UASI RRT Server	\$507	\$0	\$0	\$0	NA
(1840-34074) 2011 UASI GFD RRT	\$104,061	\$0	\$0	\$0	NA
(1840-34075) 2011 UASI GFD TLO Sustainment	\$6,097	\$0	\$0	\$0	NA
(1840-34076) 2011 MMRS	\$78,693	\$0	\$0	\$0	NA
(1842-37110) PSSP Fire OT Grant	\$75,000	\$0	\$0	\$0	NA
(2530-12590) PS Training Ops - Fire	\$719,815	\$738,533	\$708,533	\$760,631	3%
(2538-12711) Glendale Health Center	\$49,070	\$54,000	\$54,000	\$54,010	0%
<b>Total - Fire Department</b>	<b>\$33,775,461</b>	<b>\$37,024,671</b>	<b>\$35,045,703</b>	<b>\$36,744,314</b>	<b>-1%</b>



## FIRE DEPARTMENT

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$366,066	\$350,272	\$355,241	\$391,987	12%
(A7000) Non-Salary Operating Budget	\$441,197	\$413,752	\$537,100	\$566,812	37%
(A7500) Premiums/Controlled Budget	\$1,486	\$3,609	\$3,609	\$7,242	101%
<b>Total - Fire Department</b>	<b>\$33,775,461</b>	<b>\$37,024,671</b>	<b>\$35,045,703</b>	<b>\$36,744,314</b>	<b>-1%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-12410) Fire Administration	14	13	9	9	-31%
(1000-12422) Fire Operations	188	188	183	183	-3%
(1000-12433) Fire Resource Management	5	4	4	4	0%
(1000-12438) Fire-Emergency Mgmt			2	2	
(1000-12441) Fire Marshal's Office	10	9	9	9	0%
(1000-12491) Ambulance Services	2	2	2	2	0%
(1000-12492) Air-Med & Logistics Ops (HALO)	4	4	4	4	0%
(1282-12490) Arena - Fire Event Staffing	1	1	1	1	0%
(1720-12610) Fire - Special Revenue Fund	51	51	48	48	-6%
(2530-12590) PS Training Ops - Fire	6	5	5	5	0%
<b>Total -Fire Department</b>	<b>281</b>	<b>277</b>	<b>267</b>	<b>267</b>	<b>-4%</b>



## **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 2014**

<b>GOALS</b>	
<b>Goal</b>	Implement a health care plan that provides high quality, affordable and sustainable health care for City of Glendale health care plan participants through a process that works collaboratively with employees, stakeholders and health care organizations.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Secure through an RFP a consultant to assist the City with defining a successful health care plan model for the City, conduct an RFP process that's inclusive of City employees for the city's health care plan, award the contract and implement the health care plan.
<b>Expected Outcomes (Perf. Measures)</b>	1) Successfully engage plan participants in the RFP process. Use their input to assist in designing the health plan appropriate for the City of Glendale. 2) Implement an RFP for a new health care plan by Fall, 2013 3) Selection of health care plan administrator by January, 2014 4) Plan implementation process completed by March 2014
<b>Time Commitment</b>	7 months
<b>Expected Challenges</b>	Cost implications to continue existing HMO and PPO plans. Retiree health care costs. The impact of Healthcare Reform in 2014.
<b>Goal</b>	Create an ordinance for the Benefits Fund as well as a Board to oversee the fund.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Work with legal to create an ordinance that will provide appropriate governance to the current benefits fund. Work with the Council Office on creation of a new board and board selection process for benefits fund oversight
<b>Expected Outcomes (Perf. Measures)</b>	1) Creation of a Benefits Trust Fund ordinance 2) Creation of a Benefits Trust Fund Board



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Human Resources & Risk Management*

<b>Time Commitment</b>	4 months for research, approving the ordinance through council and board appointment
<b>Expected Challenges</b>	Ensuring legal has capacity to assist ordinance review and compliance for council approval
<b>Goal</b>	Create an Employee Rewards and Recognition group that will work with the HR Department in identifying non-monetary ways to recognize and reward employees for excellence in service.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Create a rewards and recognition committee made up of employees from across the organization. Identify strategies that will recognize employees for excellence and reward them at little or no cost to the city.
<b>Expected Outcomes (Perf. Measures)</b>	Finalized a organizational wide program adopted by the City Manger that will identify, recognize and reward employees for high quality services. Provide resources for directors to recognize and reward employees within their department based on service and performance.
<b>Time Commitment</b>	3 months for creation of program and resources, then ongoing for employee recognition and rewards
<b>Expected Challenges</b>	Getting employees engaged in this effort since rewards will be non-monetary.
<b>Goal</b>	Review and revision of Human Resources Policies
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Complete necessary revisions of HR policies and obtain legal review. Work with employee groups to obtain feedback on policy changes and take to personnel board for additional feedback. Provide final changes to CM and prepare to bring changes to council workshop and evening session for council approval.
<b>Expected Outcomes (Perf. Measures)</b>	Updated HR Policies and Procedures implemented, procedures, documents, etc... updated to reflect any changes.
<b>Time Commitment</b>	3 months
<b>Expected Challenges</b>	Capacity for legal to review and provide advice on the changes in a timely fashion
<b>Goal</b>	Complete a 3-year HR strategic plan for implementation by January, 2014
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Facilitate a strategic plan process that identifies current HR strengths, opportunities and threats. Use this data along with customer and stakeholder feedback to create key results areas of focus. Develop goals and action plans that will move the department in a direction that identifies which services should be added, removed, updated, etc...



<b>Expected Outcomes (Perf. Measures)</b>	A 3-year plan that can be updated annually and tied to the organizational goals set by council and the city manager. This will become part of HR staff goals as well
<b>Time Commitment</b>	2 months
<b>Expected Challenges</b>	Time to complete the plan and begin the work of implementation. This plan should encompass goals laid out in this document.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- **Innovation** - HR has worked with Finance and the Employee Deferred Compensation Committee to consolidate the employee 457 plan down to a single provider with a reduction in fees and a line-up of investments that is providing a better yield on employee investments.
- **Accomplishment** - HR has worked with the Legal Department to obtain council approval on the Blue Cross/Blue Shield 5-year service agreement and has also extended that agreement for an additional year. This action maintains existing benefits for employees who have indicated a high level of satisfaction with the existing services they are being provided.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Review existing Compensation and Benefits programs to ensure consistency, sustainability, and the ability to remain competitive with other benchmarked organizations.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	While we have reviewed the existing Compensation Plan and proposed changes in the plan to provide a more competitive plan structure, the implementation of the changes was cost prohibitive. We have reviewed and revised HR Compensation and Benefits policies and those are awaiting review from the legal department and will be moved forward once legal has provided an opinion of the revisions.
<b>What were the Performance Measures?</b>	Review to be completed and recommendations implemented by May 2013.
<b>Obstacles/Challenges</b>	Budget and the capacity of the legal department to review and provide feedback.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community that is fiscally sound.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Human Resources & Risk Management*

<b>Was the Goal Met?</b>	The Risk Management and Worker's Compensation Policies have been revised along with the ordinances that govern these areas. Those revisions have been sent to the legal department for review, however that review is not yet complete. Once it is completed, changes will be brought to the Trust Board for review and then the Council for final approval. Overall processes for worker's compensation have been improved. We have a new Worker's Compensation Analyst who has worked with our customers to improve the overall process. We also have a new Risk Manager who has worked with Finance and the Risk and Worker's Compensation Trust Boards to ensure compliance with the Industrial Commission and ensure trust funds are in compliance with state law and city ordinance.
<b>What were the Performance Measures?</b>	Review to be completed and recommendations implemented by February 2013.
<b>Obstacles/Challenges</b>	With the departure of two Risk Managers in the last 4 years as well as an HR Director, we have lost some institutional knowledge of how the Risk Trust and Worker's Comp Trust funds have been administered. We've been able to work through those issues and provide improvements to the way these trust funds are administered and overseen.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Implement an online applicant system to improve the applicant experience when applying for a city position and to improve internal application processing.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	New system was implemented in June 2012.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	Expand online training to include mandatory anti-harassment training.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	No. This is being incorporated into a broader goal for FY13.
<b>What were the Performance Measures?</b>	None.
<b>Obstacles/Challenges</b>	None.



## HUMAN RESOURCES

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11010) Risk Management/Safety	\$132,651	\$130,211	\$396,077	\$377,221	190%
(1000-11020) Benefits	\$106,335	\$101,704	\$265,959	\$301,903	197%
(1000-11030) Human Resources Administration	\$486,427	\$339,369	\$339,369	\$333,525	-2%
(1000-11040) Employment Services	\$354,730	\$362,287	\$268,865	\$270,655	-25%
(1000-11050) Employee Relations	\$188,624	\$185,578	\$276,424	\$195,155	5%
(1000-11060) Compensation	\$443,970	\$424,322	\$339,215	\$197,171	-54%
(1000-11070) Organizational Development	\$341,317	\$163,192	\$86,620	\$81,344	-50%
(2540-18010) Risk Mgmt Trust Fund	\$1,783,670	\$3,024,506	\$2,500,000	\$2,758,640	-9%
(2560-18110) Worker's Compensation	\$1,928,900	\$1,407,000	\$1,407,000	\$1,407,000	0%
(2580-18210) Benefit Programs	\$24,243,818	\$22,348,826	\$22,348,826	\$22,348,826	0%
<b>Total - Human Resources</b>	<b>\$30,010,442</b>	<b>\$28,486,995</b>	<b>\$28,228,355</b>	<b>\$28,271,440</b>	<b>-1%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$2,155,602	\$1,852,369	\$2,126,283	\$1,670,880	-10%
(A7000) Non-Salary Operating Budget	\$27,821,163	\$26,599,962	\$26,063,380	\$26,572,062	0%
(A7500) Premiums/Controlled Budget	\$33,677	\$34,664	\$38,692	\$28,498	-18%
<b>Total - Human Resources</b>	<b>\$30,010,442</b>	<b>\$28,486,995</b>	<b>\$28,228,355</b>	<b>\$28,271,440</b>	<b>-1%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11010) Risk Management/Safety	1	1	4	4	300%
(1000-11020) Benefits	2	1	4	4	300%
(1000-11030) Human Resources Administration	5	3	3	3	0%
(1000-11040) Employment Services	4	4	3	3	-25%
(1000-11050) Employee Relations	2	2	2	2	0%
(1000-11060) Compensation	4.75	4.75	2	2	-58%
(1000-11070) Organizational Development	3	2	1	1	-50%
(2540-18010) Risk Mgmt Trust Fund	3.75	3			
<b>Total -Human Resources</b>	<b>25.5</b>	<b>20.75</b>	<b>19</b>	<b>19</b>	<b>-8%</b>



## EMPLOYEE GROUPS

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1190-11110) GEMS	\$18,632	\$20,000	\$20,000	\$20,000	0%
(1190-11120) Diversity Committee	\$36,273	\$0	\$0	\$0	NA
(1190-11130) Glendale Hispanic Network	\$23,256	\$0	\$0	\$0	NA
<b>Total - Employee Groups</b>	<b>\$78,161</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A7000) Non-Salary Operating Budget	\$78,161	\$20,000	\$20,000	\$20,000	0%
<b>Total - Employee Groups</b>	<b>\$78,161</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0%</b>



## **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 2014**

<b>GOALS</b>	
<b>Goal</b>	Get legislation introduced and passed that authorizes the State to reimburse a portion of the public safety costs associated with cities hosting competitive major events.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Build a coalition of support from legislators, stakeholders and the Governor's office and move legislation through the legislative process.
<b>Expected Outcomes (Perf. Measures)</b>	Signature of the Governor and funding of the program in time for the 2015 Super Bowl.
<b>Time Commitment</b>	Completed by the end of the 51st 2nd regular legislative session.
<b>Expected Challenges</b>	Limited funding from the state and possible resistance to what some may believe is simply a city problem.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	Between 2011 and 2015 the City of Glendale will have over \$105 million dollars in transit, highway, parkway, planning and traffic safety funds for Glendale projects. That is \$105 million that the IG department is responsible for making sure stays in a priority order, continues to stay funded and to ultimately make sure that those funds are provided when the projects are completed.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Intergovernmental Programs*

<b>Expected Outcomes (Perf. Measures)</b>	Full funding of Glendale's programmed services and projects.
<b>Time Commitment</b>	Ongoing
<b>Expected Challenges</b>	In the regional 20 year transportation program that was authorized by the voters through a half cent sales tax, there are hundreds of Glendale projects. We have had to fight and muscle our way into protecting our projects and the funding as the region worked to cut over \$6 billion dollars out of that program due to the downturn in the economy and the resulting decline in sales tax.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - We have eliminated contracts including our Federal Lobbyists and successfully negotiated a 50% reduction in the contract of the consultant who represents the 14 west valley communities in protecting Luke Air Force Base. In total we cut our general fund non-salary operating budget by over 43% since FY10 from \$320K to only \$139K all while continuing to provide high level staffing and support to the departments, the City Manager and the Council. We strive each year to come under budget as we did for FY13 so that we can return funds back to the general fund.
- Accomplishment - Secured approximately \$3.2 M in new federal funding to support Glendale transit operations.
- Accomplishment - Successfully advocated for the Glendale municipal airport contract tower to be removed from the list of FAA cuts associated with sequestration and fully funded.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	Successful implementation of the city's legislative agenda.
<b>Obstacles/Challenges</b>	New class of legislators with differing priorities for programs. Limited funding and competing priorities will always be an obstacle. Governor's platform called for significant changes to the municipal tax codes that could have serious negative impact on cities sales tax revenues.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.



<b>Was the Goal Met?</b>	Yes
<b>What were the Performance Measures?</b>	Reducing Glendale's financial commitment to projects and moving forward additional projects currently delayed.
<b>Obstacles/Challenges</b>	Significantly reduced federal funding available for projects. Regional program experienced a \$6 billion deficit that resulted in projects being cut out of the program from every city.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	<ul style="list-style-type: none"> <li>• We were successful in significantly reducing the impacts of harmful legislation to the city of Glendale.</li> <li>• We were successful in negotiating no new negative budgetary impacts on Glendale and were able to restore some previously swept funding.</li> <li>• 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.</li> <li>• We helped to successfully advance legislation through the committee process in Congress which will help protect our sports and entertainment district.</li> </ul>
<b>Obstacles/Challenges</b>	Budget deficits and competing priorities.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Funding deficits for the transit, highway and arterial regional programs.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Intergovernmental Programs*

## INTERGOVT. PROGRAMS

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10910) Intergovernmental Programs	\$673,862	\$638,158	\$638,158	\$476,818	-25%
<b>Total - Intergovt. Programs</b>	<b>\$673,862</b>	<b>\$638,158</b>	<b>\$638,158</b>	<b>\$476,818</b>	<b>-25%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$435,115	\$427,423	\$427,423	\$331,604	-22%
(A7000) Non-Salary Operating Budget	\$233,043	\$204,426	\$204,426	\$139,426	-32%
(A7500) Premiums/Controlled Budget	\$5,704	\$6,309	\$6,309	\$5,788	-8%
<b>Total - Intergovt. Programs</b>	<b>\$673,862</b>	<b>\$638,158</b>	<b>\$638,158</b>	<b>\$476,818</b>	<b>-25%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-10910) Intergovernmental Programs	4	4	3	3	-25%
<b>Total -Intergovt. Programs</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>-25%</b>

**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Miscellaneous Grants**



**GRANTS**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1840-32105) Victim's Rights-Cty Atty	\$5,600	\$0	\$0	\$0	NA
(1840-32108) Prop. 302	\$76,473	\$0	\$0	\$0	NA
(1840-32109) Nina Mason Pulliam Grant	\$8,014	\$0	\$0	\$0	NA
(1840-32111) Donations - Glendale Univ.	\$3,723	\$0	\$0	\$0	NA
(1840-32115) MYAC Fundraising	\$5,472	\$0	\$0	\$0	NA
(1840-32118) Miscellaneous Grants	\$0	\$4,960,603	\$975,000	\$3,724,494	-25%
(1840-32133) Community Connections Donation	\$263	\$0	\$0	\$0	NA
(1840-32136) DV Pilot Project Grant	\$181,860	\$0	\$0	\$0	NA
(1840-32143) CAP-EFSP - Phase 27	\$30,000	\$0	\$0	\$0	NA
(1840-32149) Centennial HP Bus Tour Donat	\$835	\$0	\$0	\$0	NA
(1840-32153) Myrtle Avenue Cultural Gateway	\$15,262	\$0	\$0	\$0	NA
(1840-32156) STOP Violence Prosecutors Off	\$21,221	\$0	\$0	\$0	NA
(1840-36503) Xeriscape Demo Garden-Donation	\$281	\$0	\$0	\$0	NA
(1840-36504) Smart Landscapes	\$33,050	\$0	\$0	\$0	NA
(1842-37060) ARWRF Facility UV System Imp	\$312,549	\$806,799	\$646,800	\$0	-100%
(1842-37061) Well 43 Variable Drive Retrofi	\$7,385	\$76,970	\$76,970	\$0	-100%
(1842-37062) Public Safety/Court Lighting	\$25,381	\$9,051	\$0	\$0	-100%
(1842-37063) Sports Courts Lighting Retrofi	\$4,078	\$0	\$0	\$0	NA
(1842-37064) Main Library Lighting	\$32,835	\$0	\$0	\$0	NA
(1842-37065) Build Safe Engy Prog Enhance	\$663	\$29,259	\$4,259	\$0	-100%
(1842-37067) Energy Matters Public Educat	\$61,785	\$73,771	\$28,571	\$35,000	-53%
(1842-37068) Program Manager	\$20,539	\$57,225	\$4,450	\$15,000	-74%
(1842-37070) AzPAC Project AZ ARRA BTOP 1	\$336	\$0	\$0	\$0	NA
(1842-37071) Equip Mgmt Facility Lighting	\$40,252	\$31,296	\$31,296	\$0	-100%
(1842-37072) GMOC Parking Garage Lighting	\$41,892	\$5,308	\$1,155	\$0	-100%
(1842-37073) Downtown Parking Garage Light	\$65,708	\$0	\$0	\$0	NA
(1842-37074) MRF Lighting Retrofi	\$11,339	\$0	\$0	\$0	NA
(1842-37075) Solar Parks Lighting	\$0	\$165,079	\$165,079	\$0	-100%
<b>Total - Grants</b>	<b>\$1,006,796</b>	<b>\$6,215,361</b>	<b>\$1,933,580</b>	<b>\$3,774,494</b>	<b>-39%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$133,142	\$208,348	\$80,573	\$165,000	-21%
(A7000) Non-Salary Operating Budget	\$873,654	\$6,007,013	\$1,853,007	\$3,609,494	-40%
<b>Total - Grants</b>	<b>\$1,006,796</b>	<b>\$6,215,361</b>	<b>\$1,933,580</b>	<b>\$3,774,494</b>	<b>-39%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1840-32136) DV Pilot Project Grant	1				
<b>Total -Grants</b>	<b>1</b>				



## NEIGHBORHOOD & HUMAN SERVICES

### SAM MCALLEN

**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 Action Program (CAP), Code Compliance, Community Housing and Community Revitalizations Divisions. Each division provides direct community services that ensure residents receive access to resources, community programs and services that support self-sufficiency and build strong neighborhoods.

### FISCAL YEAR 2014

GOALS	
<b>Goal</b>	Through the Community Action Program - Provide resources and programs that support individuals and families by providing temporary assistance and support.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Secure, distribute and monitor the use of federal and state resources that benefit Glendale residents when they are experiencing a financial hardship or major life crisis.
<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Conduct program eligibility education daily</li> <li>• Coordinate and participate in an Agency Health and Resource Fair</li> <li>• Conduct a Community Holiday Back-Pack Event</li> </ul>
<b>Time Commitment</b>	The activities associated with this goal require an ongoing time commitment.
<b>Expected Challenges</b>	Changes to available funding and/or program eligibility requirements may create challenges in meeting the expected outcomes associated with this goal.
<b>Goal</b>	Through Code Compliance - Provide code enforcement and education services that promote a clean, safe and healthy living environment and prevent the negative impact of blight and deterioration on residential neighborhoods.
<b>Related Council Goal</b>	One community with strong neighborhoods.
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Respond promptly to calls for service to ensure timely compliance with city codes and ordinances that directly impact residential neighborhoods.</li> <li>• Participate in community education programs that increase community awareness of city codes and enforcement procedures.</li> </ul>



<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Respond to resident calls for service within 2 business days; 90% of the time</li> <li>• Resolve calls for service cases within 30 days; 70% of the time</li> <li>• Participate in 12 neighborhood/community education activities.</li> </ul>
<b>Time Commitment</b>	These activities will be ongoing throughout the fiscal year.
<b>Expected Challenges</b>	Staffing and/or budget changes during the year will present challenges in meeting the expected outcomes.
<b>Goal</b>	Within the Section 8 federal budget, assist the maximum number of eligible low-income families with ongoing rental assistance.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Provide homeless prevention services and track ongoing monthly Section 8 rental payments while staying within federal budget and program requirements.
<b>Expected Outcomes (Perf. Measures)</b>	Provide the maximum number of families with Section 8 funding assistance.
<b>Time Commitment</b>	Ongoing throughout the year.
<b>Expected Challenges</b>	Current and future budget concerns and challenges at both the local and federal level will impact this program.
<b>Goal</b>	Provide resources for neighborhoods that promote sustainability through partnerships and the use of federal funds.
<b>Related Council Goal</b>	One community with strong neighborhoods.
<b>Activities</b>	Link people and neighborhoods with resources that support ongoing revitalization efforts.
<b>Expected Outcomes (Perf. Measures)</b>	Partner with non-profit organizations to purchase and rehabilitate eight (8) houses.
<b>Time Commitment</b>	Ongoing throughout the year.
<b>Expected Challenges</b>	It is anticipated that there will be additional federal budget reductions, which will impact all areas of our program. Housing prices will continue to rise as the market continues to recover, making it more difficult to find quality housing inventory in some areas.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Innovation - The Community Action Program relocated to available space in City Hall resulting in an annual cost savings of \$107,000.
- Innovation - The Community Housing Division implemented an automated telephone system allowing residents to access their place on Community Housing's waiting lists by calling a hotline number. This information is available 24/7.
- Innovation - Code Compliance solicited and secured a sponsor that paid for a four-week Home Owner Association Training Academy that was attended by 65 residents.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Neighborhood & Human Services*

<b>GOAL UPDATES</b>	
<b>Goal</b>	Innovation: Community Revitalization, with City Council's approval, redistributed unused Neighborhood Stabilization Program III funds to a non-profit partner to acquire, rehabilitate and resell foreclosed residential properties.
<b>Related Council Goal</b>	Accomplishment: Community Housing received "HIGH PERFORMER" status from the U.S. Department of Housing and Urban Development for Glendale's Section 8 Program.
<b>Was the Goal Met?</b>	Provide resources for neighborhoods that promote neighborhood revitalization efforts through the use of general and federal funds.
<b>What were the Performance Measures?</b>	One community with strong neighborhoods.
<b>Obstacles/Challenges</b>	Yes. Through working with a non-profit partner, 13 residential homes were acquired for rehabilitation during this fiscal year.
<b>GOAL UPDATES</b>	
<b>Goal</b>	<ul style="list-style-type: none"> <li>• Work with a non-profit organization to purchase and rehabilitate 10 houses.</li> <li>• Be responsive to resident calls for service.</li> <li>• Identify and offer resources to residents in an effort to prevent and correct property maintenance violations.</li> <li>• Participate in twelve neighborhood education activities.</li> <li>• Expand the Adopt-a-Neighborhood Program with one additional neighborhood being adopted.</li> </ul>
<b>Related Council Goal</b>	One of the challenges our non-profit partner faced when attempting to purchase foreclosed homes, was large investors and investment companies were purchasing blocks of homes from financial institutions. Our staff met with local bankers and described what we were attempting to accomplish through our neighborhood stabilization efforts; i.e. acquisition and renovation of foreclosed homes within Glendale's neighborhoods.
<b>Was the Goal Met?</b>	Provide resources and programs that support individuals and families by providing temporary assistance and support.
<b>What were the Performance Measures?</b>	One community with strong neighborhoods.
<b>Obstacles/Challenges</b>	Yes. Throughout the fiscal year 1,161 households received direct assistance from the Community Action Program. This emergency service support equated to low to moderate-income residents receiving \$604,307 in support that included utilities, rent/mortgage and direct voucher services.



**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	<ul style="list-style-type: none"> <li>• Assist families with housing services within our budget authority.</li> <li>• Assist individuals and families with emergency utility assistance.</li> <li>• Provide homeless prevention assistance.</li> <li>• Offer a federally funded home repair program.</li> </ul>
<b>Related Council Goal</b>	The programs offered by the Community Action Program are funded from a variety of sources. One of the primary obstacles encountered was the continuous changes to program requirements associated with each funding source. Staff closely monitored requirements and changes to requirements to ensure maximum resources and assistance were available to Glendale families experiencing temporary financial hardships or major life crisis situations.
<b>Was the Goal Met?</b>	Continue neighborhood revitalization efforts using NSP 3 funding to improve affordable housing options for working families.
<b>What were the Performance Measures?</b>	One community with strong neighborhoods.
<b>Obstacles/Challenges</b>	Yes, the division partnered with the Gorman group to purchase a 115 unit apartment complex in Centerline for low to moderate income families.
<b>GOAL UPDATES</b>	
<b>Goal</b>	The leverage of federal funds with private equity finance at the most will provide up to \$16 million to rehabilitate this complex.
<b>Related Council Goal</b>	Securing construction and long term financing is a challenge with this type of project and the current state of the economy.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	One community that is fiscally sound.
<b>Obstacles/Challenges</b>	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.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Neighborhood & Human Services*

## COMM. ACTION PROGRAM

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-14420) CAP Local Match	\$120,149	\$129,859	\$129,859	\$26,787	-79%
(1820-32040) Community Action Program (CAP)	\$0	\$0	\$0	\$73,111	NA
(1820-32042) CAP Utility Assistance Payment	\$445	\$0	\$0	\$0	NA
(1820-32050) Case Mgmt-LIHEAP Voucher	\$841,699	\$621,847	\$511,536	\$511,536	-18%
(1820-32055) Case Mgmt-TANF Voucher	\$45,000	\$45,000	\$45,000	\$45,000	0%
(1820-32056) Case Mgmt Admin	\$244,371	\$212,425	\$212,425	\$198,121	-7%
(1820-32057) Case Mgmt-NHN Voucher	\$3,040	\$1,567	\$1,567	\$1,567	0%
(1820-32060) Community Svcs Block Grant-Adm	\$253,454	\$289,549	\$259,318	\$219,149	-24%
(1820-32070) ACAA HEAF Program	\$8,061	\$10,136	\$9,748	\$9,748	-4%
(1820-32071) ACAA SW Gas Assistance	\$6,633	\$5,000	\$8,531	\$8,531	71%
(1820-32072) ACAA URRD Program	\$25,362	\$36,732	\$18,182	\$18,182	-51%
(1820-32073) ACAA SRP Assistance	\$47,958	\$63,441	\$29,193	\$29,193	-54%
(1820-32074) ACAA APS Assistance	\$1,917	\$1,500	\$5,000	\$5,000	233%
(1842-37130) ADOH HPRP-Fin Assist	\$148,930	\$0	\$0	\$0	NA
(1842-37131) ADOH HPRP-RR Assist	\$68,353	\$0	\$0	\$0	NA
(1842-37132) ADOH HPRP-Housing Reloc SS	\$317	\$0	\$0	\$0	NA
(1842-37133) ADOH HPRP-RR HR SS	\$2,363	\$0	\$0	\$0	NA
(1842-37134) ADOH HPRP-Admin	\$6,984	\$0	\$0	\$0	NA
(1842-37135) ADOH HPRP-Data Collection	\$1,949	\$0	\$0	\$0	NA
<b>Total - Comm. Action Program</b>	<b>\$1,826,985</b>	<b>\$1,417,056</b>	<b>\$1,230,359</b>	<b>\$1,145,925</b>	<b>-19%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$587				N/A
(A7000) Non-Salary Operating Budget	\$228,754				N/A
(A7500) Premiums/Controlled Budget	\$19,960	\$20,305	\$20,305	\$24,536	21%
<b>Total - Comm. Action Program</b>	<b>\$1,826,985</b>	<b>\$1,417,056</b>	<b>\$1,230,359</b>	<b>\$1,145,925</b>	<b>-19%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1820-32056) Case Mgmt Admin	3.5	3.5	3	3	-14%
(1820-32060) Community Svcs Block Grant-Adm	3.5	3.5	2.5	2.5	-29%
<b>Total -Comm. Action Program</b>	<b>7</b>	<b>7</b>	<b>5.5</b>	<b>5.5</b>	<b>-21%</b>



## CODE COMPLIANCE

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-14410) Code Compliance	\$1,358,703	\$1,256,396	\$1,256,396	\$1,226,530	-2%
(1000-15015) Neighborhood Partnership	\$403,698	\$122,039	\$122,039	\$105,795	-13%
<b>Total - Code Compliance</b>	<b>\$1,762,401</b>	<b>\$1,378,435</b>	<b>\$1,378,435</b>	<b>\$1,332,325</b>	<b>-3%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$1,631,654	\$1,210,162	\$1,210,162	\$1,171,781	-3%
(A7000) Non-Salary Operating Budget	\$92,891	\$127,126	\$127,126	\$127,426	0%
(A7500) Premiums/Controlled Budget	\$37,856	\$41,147	\$41,147	\$33,118	-20%
<b>Total - Code Compliance</b>	<b>\$1,762,401</b>	<b>\$1,378,435</b>	<b>\$1,378,435</b>	<b>\$1,332,325</b>	<b>-3%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-14410) Code Compliance	19	16	15	15	-6%
(1000-15015) Neighborhood Partnership	5.5	2	1	1	-50%
<b>Total -Code Compliance</b>	<b>24.5</b>	<b>18</b>	<b>16</b>	<b>16</b>	<b>-11%</b>



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Neighborhood & Human Services*

## COMM. PARTNERSHIPS

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-15010) Community Revitalization	\$446,736	\$363,066	\$363,066	\$270,243	-26%
(1300-30001) HOME Program	(\$25,000)	\$773,117	\$773,117	\$1,625,895	110%
(1300-30002) Single Family Rehabilitation	\$90,956	\$0	\$0	\$0	NA
(1300-30004) Rehab Delivery	\$31,681	\$0	\$0	\$0	NA
(1300-30005) Rehabilitation Delivery	\$8,265	\$0	\$0	\$0	NA
(1300-30007) NHS 1st time home buyer-ADDI	\$10,500	\$0	\$0	\$0	NA
(1300-30010) Habitat-Valley of the Sun	\$219,572	\$0	\$0	\$0	NA
(1300-30014) Newtown CDC Community Land Tru	\$145,991	\$0	\$0	\$0	NA
(1310-30900) NSP Programs	\$736,810	\$600,000	\$600,000	\$1,320,000	120%
(1311-30910) NSP III	\$1,814,141	\$1,684,188	\$1,684,188	\$1,601,026	-5%
(1320-31001) CDBG Programs	\$1	\$2,336,844	\$2,336,844	\$3,194,359	37%
(1320-31002) Voluntary Demo - L/M	\$12,029	\$0	\$0	\$0	NA
(1320-31003) Voluntary Demo - S/B	\$66,766	\$0	\$0	\$0	NA
(1320-31004) Lead-Based Paint Haz Reduction	\$20,470	\$0	\$0	\$0	NA
(1320-31005) PS WestsideEmergency Food Bank	\$29,191	\$0	\$0	\$0	NA
(1320-31006) Temporary Relocation	\$26,213	\$0	\$0	\$0	NA
(1320-31017) Single Family Residential	\$158,598	\$0	\$0	\$0	NA
(1320-31018) Paint Reimbursement Program	\$56,676	\$0	\$0	\$0	NA
(1320-31019) Rehabilitation Staff	\$121,650	\$0	\$0	\$0	NA
(1320-31020) Rehabilitation Delivery	\$13,670	\$0	\$0	\$0	NA
(1320-31021) Home Safety Repair Program	\$42,634	\$0	\$0	\$0	NA
(1320-31022) Roof Repair Program	\$97,968	\$0	\$0	\$0	NA
(1320-31026) PS CIR/CONTACTS	\$8,340	\$0	\$0	\$0	NA
(1320-31028) General Administration	\$366,730	\$0	\$0	\$0	NA
(1320-31030) Fair Housing-Commun Legal Svcs	\$15,000	\$0	\$0	\$0	NA
(1320-31033) Prehab Faith House-Open	\$16,680	\$0	\$0	\$0	NA
(1320-31039) PS YWCA Senior Congregate Meal	\$45,747	\$0	\$0	\$0	NA
(1320-31045) PS Glendale Home Accessibility	\$57,093	\$0	\$0	\$0	NA
(1320-31050) St Vincent de Paul-OLPH	\$46,913	\$0	\$0	\$0	NA
(1320-31051) Home Food Delivery-Westside FB	\$25,021	\$0	\$0	\$0	NA
(1320-31053) JAG Ctr-PREHAB	\$16,680	\$0	\$0	\$0	NA
(1320-31054) Boy's & Girl's Club-Metro Phx	\$16,680	\$0	\$0	\$0	NA
(1320-31061) CASS-Vista Colina Shelter	\$11,444	\$0	\$0	\$0	NA
(1320-31063) Visual Improvement Prgm	\$2,372	\$0	\$0	\$0	NA
(1320-31078) PI-Code Compliance Clean-up	\$15,963	\$0	\$0	\$0	NA
(1320-31081) Code Prof. Svcs, Clean & Lien	\$35,772	\$0	\$0	\$0	NA
(1320-31083) PI-Community Housing-Cholla	\$162,720	\$0	\$0	\$0	NA
(1320-31084) PS-Central Arizona Shelter	\$16,680	\$0	\$0	\$0	NA
(1320-31085) PS-Chrysalis	\$12,510	\$0	\$0	\$0	NA
(1320-31086) PS-Duet, Partners In Aging	\$10,842	\$0	\$0	\$0	NA
(1320-31087) PS- Back to School Clothing Dr	\$8,340	\$0	\$0	\$0	NA
(1320-31088) PS-Comm. Information Referral	\$20,102	\$0	\$0	\$0	NA
(1320-31089) PF-Comm Housing	\$38,609	\$0	\$0	\$0	NA
(1320-31090) PF- ValleyLife	\$64,402	\$0	\$0	\$0	NA
(1320-31091) PF-A New Leaf	\$863	\$0	\$0	\$0	NA
(1320-31094) PS-Interfaith Coop Ministries	\$7,089	\$0	\$0	\$0	NA
(1320-31095) PS-Florence Crittenton Service	\$3,932	\$0	\$0	\$0	NA
(1320-31096) PF-COG Parks & Rec	\$19,487	\$0	\$0	\$0	NA
(1320-31098) Habitat- Emergency Home Repair	\$264,495	\$0	\$0	\$0	NA



**COMM. PARTNERSHIPS**

(1320-31099) COG Housing Div Modern of Bath	\$23,591	\$0	\$0	\$0	NA
(1320-31100) New Leaf Faith Shelter Improve	\$413	\$0	\$0	\$0	NA
(1830-31900) ESG General Administration	\$3,559	\$174,160	\$139,328	\$208,992	20%
(1830-31902) Central AZ Shelter Srvs-ESG	\$32,789	\$0	\$0	\$0	NA
(1830-31903) Homeward Bound-ESG	\$19,881	\$0	\$0	\$0	NA
(1830-31904) PREHAB Faith House-ESG	\$33,166	\$0	\$0	\$0	NA
(1830-31905) ESG Emergency Solution Grant	\$9,941	\$0	\$0	\$0	NA
(1842-37020) Homeless Prevention HPRP	\$1,435	\$0	\$0	\$0	NA
(1842-37021) CDBG-R	\$462	\$60,000	\$2,931	\$0	-100%
(1842-37022) CDBG-R Visual Improv	\$31,030	\$0	\$0	\$0	NA
(1842-37024) CDBG-R Valley of Sun School	\$49	\$0	\$0	\$0	NA
(1842-37025) CDBG-R Public Hous Lamar H	(\$1,387)	\$0	\$0	\$0	NA
(2500-17910) Community Housing	\$14,525,433	\$12,700,110	\$12,700,110	\$15,912,427	25%
<b>Total - Comm. Partnerships</b>	<b>\$20,116,386</b>	<b>\$18,691,485</b>	<b>\$18,599,584</b>	<b>\$24,132,942</b>	<b>29%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$2,330,824	\$3,075,417	\$3,126,294	\$3,003,817	-2%
(A7000) Non-Salary Operating Budget	\$17,714,969	\$15,512,155	\$15,369,377	\$21,016,434	35%
(A7500) Premiums/Controlled Budget	\$70,593	\$103,913	\$103,913	\$112,691	8%
<b>Total - Comm. Partnerships</b>	<b>\$20,116,386</b>	<b>\$18,691,485</b>	<b>\$18,599,584</b>	<b>\$24,132,942</b>	<b>29%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-15010) Community Revitalization	3	2	2	2	0%
(1320-31001) CDBG Programs	8.75	8.75	8.75	8.75	0%
(2500-17910) Community Housing	24	25	24	24	-4%
<b>Total -Comm. Partnerships</b>	<b>35.75</b>	<b>35.75</b>	<b>34.75</b>	<b>34.75</b>	<b>-3%</b>



## NEIGHBORHOOD IMP GR

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-15120) Neighborhood Improvement Grant	\$8,812	\$0	\$0	\$0	NA
<b>Total - Neighborhood Imp Gr</b>	<b>\$8,812</b>				

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A7000) Non-Salary Operating Budget	\$8,812				N/A
<b>Total - Neighborhood Imp Gr</b>	<b>\$8,812</b>				



## COMMUNITY DEV ADMIN

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-15510) CD Deputy City Manager	\$206,797	\$205,473	\$205,473	\$0	-100%
<b>Total - Community Dev Admin</b>	<b>\$206,797</b>	<b>\$205,473</b>	<b>\$205,473</b>	<b>\$0</b>	<b>-100%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$203,404	\$197,358	\$197,358		
(A7000) Non-Salary Operating Budget	\$2,148	\$6,194	\$6,194	\$0	-100%
(A7500) Premiums/Controlled Budget	\$1,245	\$1,921	\$1,921	\$0	-100%
<b>Total - Community Dev Admin</b>	<b>\$206,797</b>	<b>\$205,473</b>	<b>\$205,473</b>	<b>\$0</b>	<b>-100%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-15510) CD Deputy City Manager	1	1			
<b>Total -Community Dev Admin</b>	<b>1</b>	<b>1</b>			



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Non-Departmental*

## NON-DEPARTMENTAL

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11801) Fund 1000 Non-Dept	\$2,647,094	\$644,720	\$1,984,881	\$783,465	22%
(1200-36502) From the Heart	\$172,900	\$0	\$0	\$200,000	NA
<b>Total - Non-Departmental</b>	<b>\$2,819,994</b>	<b>\$644,720</b>	<b>\$1,984,881</b>	<b>\$983,465</b>	<b>53%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget		\$50,000	\$50,000	\$50,000	0%
(A7000) Non-Salary Operating Budget	\$2,819,994	\$594,720	\$1,129,477	\$933,465	57%
(A7500) Premiums/Controlled Budget			\$805,404		N/A
<b>Total - Non-Departmental</b>	<b>\$2,819,994</b>	<b>\$644,720</b>	<b>\$1,984,881</b>	<b>\$983,465</b>	<b>53%</b>



**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 2014**

<b>GOALS</b>	
<b>Goal</b>	Maintain existing programs and services in a manner that meets the needs and expectations of Glendale residents.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	<ol style="list-style-type: none"> <li>1. Implement the re-organization of the Glendale Public Library.</li> <li>2. Implement new parks watering schedule to ensure maximum use of new funding for irrigation services.</li> <li>3. Renew accreditation status of Glendale Parks and Recreation for an additional 5-year period.</li> </ol>
<b>Expected Outcomes (Perf. Measures)</b>	<ol style="list-style-type: none"> <li>1. Finalize the consolidation of staff positions and functions within the library system by January 1, 2014.</li> <li>2. Develop and implement enhanced watering techniques during the July-October and March-June time frame. Continue to monitor water consumption of park turf and landscaping and issue new annual report effective June 2014.</li> <li>3. The Parks and Recreation division will complete its self-assessment in April 2014 and host a team from the National Recreation and Park Association in June 2014. A final decision on accreditation will occur shortly thereafter.</li> </ol>
<b>Time Commitment</b>	<ol style="list-style-type: none"> <li>1. The library re-organization will take approximately six months and an annual customer service survey will be completed in March 2014.</li> <li>2. Phase I of the new watering strategy will be completed by October 2013 and any adjustments will be made by Phase II, which will begin in March 2014.</li> </ol>



**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Parks, Recreation & Library Services**

<b>Time Commitment (continued)</b>	3. Accreditation is an intensive exercise and will require the creation of an ad-hoc team to assemble the information needed for the initiative, which will take place over an eight-month period (July-February 2014.)
<b>Expected Challenges</b>	<ol style="list-style-type: none"> <li>1. The re-organization of the library will result in the collapsing of certain job functions into new job titles and this may cause concern for existing staff.</li> <li>2. Even though additional funds have been approved for the watering of parks and new techniques have been implemented, the length of the drought and lack of water will continue to stress park landscaping and turf. This will continue to cause concerns by the general public.</li> <li>3. Accreditation is important to the future of the Parks and Recreation division. Even so, it is a very labor and time intensive process and lack of staffing to assemble the requested information needed for the recertification to occur could be a challenge.</li> </ol>
<b>Goal</b>	Explore and implement new service delivery models that provide excellent customer service, lower cost and generate new revenue.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	<ol style="list-style-type: none"> <li>1. Issue and award a competitive request for proposals (RFP) to outsource the management and operations of the department's four community centers.</li> <li>2. Receive official IRS designation of a 501c(3) status for "Gifting for Glendale" and implement a new fund-raising foundation for Glendale Parks, Recreation and Library Services.</li> <li>3. Develop new strategic operational and financial plan for the Foothills Recreation &amp; Aquatics Center (FRAC) to ensure 100% cost recovery of all facility operations.</li> </ol>
<b>Expected Outcomes (Perf. Measures)</b>	<ol style="list-style-type: none"> <li>1. Completion of the RFP award of a multi-year contract to a qualified vendor(s) by December 2013.</li> <li>2. Designation of non-profit status by January 2014 and creation of a community-based "Gifting for Glendale" organization by June 2014.</li> <li>3. Implement new allocation process for use of the FRAC gym and award rental contracts to qualified respondents by August 2013; completion and implementation of new 5-year strategic plan by February 2014.</li> </ol>
<b>Time Commitment</b>	It is anticipated that each of the expected outcomes will occur at the half-way point of FY14.
<b>Expected Challenges</b>	<ol style="list-style-type: none"> <li>1. Ensuring there are qualified vendors who are capable of operating the community centers will be critical to the success of the RFP. Additionally, community engagement is important and securing it in a timely, thoughtful manner is the key to success.</li> <li>2. All required paperwork has been submitted to the IRS for the tax exempt status. Review and approval can take up to 6-8 months and is beyond the control of the department, as it is a federal designation.</li> </ol>



<b>Expected Challenges (continued)</b>	3. Any new strategic plan for the FRAC will most likely require a "re-thinking" of certain policies, rules and regulations. The FRAC serves as a community resource, but will be pressured to evolve into a profit center. Ensuring proper balance will be a challenge.
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**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Innovation - Outsourcing of Irrigation Services: The Parks Maintenance and Rights-of-Way division outsourced the City's parks irrigation system. As a result, the net savings to the City will be at least \$141,432.00 each year.
- Innovation - Cross-Training for New Park Rangers: Parks Rangers help protect our parks, provide for the safety of park visitors, enforce city codes and help monitor the use of city parks, facilities, historical sites, conservation areas, and recreation areas throughout the city. In an effort to increase the visibility of Park Rangers, two Service Workers who perform routine maintenance were trained and certified to perform certain Park Ranger functions. Doing so allows them to enforce certain park rules and prevent abuses of the City's park system by those who vandalize or do not follow park rules.
- Accomplishment - Aquatics: The 2012 summer aquatics season ended on August 4 with a total of 2,045 individuals who registered for swimming lessons (1,814 were registered in 2011). With the summer swim season completed, the number of participants during recreation public swimming at both aquatics centers was 54,745. This is an average of 457 people for the Foothills Aquatics Center and 398 for Rose Lane Aquatics Center per day.
- Accomplishment - Jobs Training: The Glendale Public Library received a state grant to assist Glendale residents with job searches, interviewing and resume building via "Job Help Hub Labs" at the three public library branches. Based on the success of the Glendale program, the Secretary of State, Ken Bennett, filmed a movie theater ad at the Main Library that appeared on 104 theater screens throughout the Valley during the month of March 2013.
- Accomplishment - Gallery Glendale @ Westgate: The department negotiated a one-year agreement with New Westgate, LLC, to provide the city with 3,050 leasable square feet of retail space for the "Gallery Glendale at Westgate" at no cost (valued at \$110,000). The space will be used for additional community-based programming such as minimal library services (i.e. book pick up and drop off, family and story time, internet/computer access to city services, book clubs, and educational classes), special interest classes (i.e. art and performing art classes), recreation opportunities (i.e. youth and teen programming), and other community activities.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Implement new technology strategies to increase efficiency, service and responsiveness to the community.
<b>Related Council Goal</b>	One community with high quality services for citizens.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Parks, Recreation & Library Services**

<b>Was the Goal Met?</b>	<p>Yes,</p> <ol style="list-style-type: none"> <li>1. Staff collaborated with Maricopa County Library District to migrate from the City’s current Horizon Integrated Library System (ILS) to the Polaris ILS. As a result, library patrons receive more direct assistance from staff.</li> <li>2. The Library system implemented its new \$318,000 Radio Frequency Identification system (RFID) in December 2012.</li> <li>3. The Library purchased new mobile electronic devices for eBook downloads and accompanying policies regarding their use. All 30 Nooks system wide are preloaded with eBook titles for patrons to read an eBook on an eReader without the difficulty of downloading titles.</li> </ol>
<b>What were the Performance Measures?</b>	<ol style="list-style-type: none"> <li>1. A new Polaris ILS will provide citizens with a more intuitive catalog interface equating to increased ease of use through features that improved search capabilities, more seamless access to eBooks, and optimized catalog enhancements for mobile device users.</li> <li>2. 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.</li> <li>3. 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.</li> </ol>
<b>Obstacles/Challenges</b>	<ol style="list-style-type: none"> <li>1. Staff has successfully been trained and are utilizing the different modules of Polaris, library users are getting used to the new online catalog and most of the users like it except for a few.</li> <li>2. 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 was a challenge.</li> <li>3. Once checked-out, receiving back the electronic mobile devices in sound working order is of concern. In general, only a few Nooks have been returned damaged and a few not returned at all.</li> </ol>
<b>Goal</b>	To continue providing the highest levels of arts and cultural experiences to the residents of Glendale.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	<p>Yes,</p> <ol style="list-style-type: none"> <li>1. At least two arts-related experiences during the city’s signature events in partnership with special events occurred.</li> <li>2. We were unable to enter into “art-loan” programs with at least two of the four colleges and universities located in the Glendale region. Even so, we worked with New Westgate LLC., to create a new art gallery concept at Westgate, free of charge to the City.</li> <li>3. The summer art camp classes for youth were conducted.</li> </ol>



<b>What were the Performance Measures?</b>	<ol style="list-style-type: none"> <li>1. Offer at least 2 arts-related experiences during the city’s signature events in partnership with special events.</li> <li>2. Enter into “art-loan” programs with at least two of the four colleges and universities located in the Glendale region.</li> <li>3. Offer a set of summer art camp classes for youth.</li> </ol>
<b>Obstacles/Challenges</b>	Ongoing budget constraints and the lack of staff time prevented the “art-loan” program from initiation and will be carried in to FY 13-14. Fewer CIP projects have impacted the commissioning of new permanent public art in that fewer funds have gone to the 1% for the arts fund. As the economy improves so will the revenue.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	As a result of new federal regulation requirements, Parks & Recreation 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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	Award of the RFP for the ADA Audit.
<b>Obstacles/Challenges</b>	There were no General Fund monies associated with this mandated project. Self-sustaining revenue funds were used.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Creating an eBook training program to introduce new users to eBooks and the related technologies. EBook classes run twice monthly at various library locations, and have grown from basic Intro to eBook Readers programs to include How to Download eBooks and eBook labs.
<b>Obstacles/Challenges</b>	In a time of dwindling resources, challenges included dedicating staff time to provide training and allocating funding to purchase eBooks.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Parks, Recreation & Library Services*

## PARKS & RECREATION

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-13010) Pool Maintenance	\$195,438	\$175,333	\$175,333	\$181,551	4%
(1000-13020) Park Irrigation	\$256,295	\$174,568	\$174,568	\$181,005	4%
(1000-13030) Parks CIP & Planning	\$102,631	\$105,439	\$105,439	\$11,279	-89%
(1000-13040) Parks Maintenance	\$3,405,236	\$3,253,533	\$3,604,533	\$4,397,214	35%
(1000-14610) Parks & Recreation Admin.	\$187,208	\$378,753	\$378,753	\$694,234	83%
(1000-14620) Glendale Community Center	\$149,930	\$72,358	\$72,358	\$16,820	-77%
(1000-14630) Recreation Support Services	\$841,385	\$733,082	\$752,082	\$129,242	-82%
(1000-14640) Adult Center	\$542,487	\$370,526	\$370,526	\$287,419	-22%
(1000-14650) Youth and Teen	\$485,186	\$420,808	\$420,808	\$0	-100%
(1000-14660) Special Events and Programs	\$653	\$6,258	\$6,258	\$5,793	-7%
(1000-14670) Sports and Health	\$400,110	\$298,557	\$298,557	\$3,312	-99%
(1000-14680) Aquatics	\$201,821	\$140,960	\$140,960	\$142,718	1%
(1000-14700) Marketing - Parks & Rec	\$88,583	\$0	\$0	\$0	NA
(1000-14710) Park Rangers	\$279,089	\$273,166	\$273,166	\$261,679	-4%
(1000-14720) Foothills Recreation Center	\$1,546,915	\$1,378,645	\$1,378,648	\$1,204,393	-13%
(1000-14760) Historic Sahuaro Ranch	\$261,357	\$92,862	\$92,862	\$11,714	-87%
(1280-13290) YSC - Parks & Rec	\$219,790	\$262,000	\$262,000	\$262,000	0%
(1840-35004) Grant Approp - Parks & Rec	\$0	\$275,000	\$75,000	\$175,000	-36%
(1840-35008) Youth Football Hub Grant	\$517	\$0	\$0	\$0	NA
(1840-35015) Misc P&R Grants	\$3,934	\$0	\$0	\$0	NA
(1840-35017) LISC O'Neil Park Irrigation	\$54,989	\$0	\$0	\$0	NA
(1840-35018) AZSTA O'Neil Park Renovation	(\$26,928)	\$0	\$0	\$0	NA
(1840-35019) Sahuaro Ranch Sustainability	\$4,000	\$0	\$0	\$0	NA
(1840-35020) Bonsall Park Donation	\$22	\$0	\$0	\$0	NA
(1880-14810) Recreation Self-Sustaining	\$35,908	\$0	\$0	\$0	NA
(1880-14820) Rec Self Sust-Administration	\$15,615	\$20,360	\$20,360	\$20,360	0%
(1880-14825) Adult Center Self Sustaining	\$117,497	\$117,000	\$117,000	\$136,511	17%
(1880-14830) Rec Self Sust-Foothills Rec	\$272,352	\$322,199	\$267,076	\$325,319	1%
(1880-14840) Sports Self Sustaining	\$285,469	\$300,149	\$300,149	\$282,276	-6%
(1880-14850) Youth and Teen Self Sustaining	\$319,676	\$321,375	\$236,498	\$246,709	-23%
(1880-14860) SRPHA Sahuaro Ranch Hist	\$61,356	\$54,999	\$54,999	\$70,084	27%
(1880-14890) Aquatic Self Sustaining	\$102,234	\$90,001	\$90,001	\$70,546	-22%
(1880-14891) GESD-Reimb Division	\$1,937	\$0	\$0	\$0	NA
(1880-14892) Glendale Community Center	\$4,347	\$5,000	\$5,000	\$5,001	0%
(1885-13110) O'Neil Park Maintenance	\$0	\$4,800	\$4,800	\$4,800	0%
(1885-13135) City-Wide Aquatics	\$11,207	\$32,000	(\$110,336)	\$32,000	0%
(1885-13140) Cactus Pool Repair	\$33,868	\$20,000	\$20,000	\$0	-100%
(1885-13160) Ironwood Pool Repair	\$3,546	\$30,200	\$30,200	\$0	-100%
(1885-13170) Dedicate A Tree	\$1,098	\$5,000	\$5,000	\$4,185	-16%
(1885-13180) Desert Valley Park	\$0	\$8,000	\$8,000	\$12,000	50%
(1885-13190) GESD ES Ballfields	\$0	\$7,000	\$7,000	\$7,000	0%
(1885-13210) Desert Mirage Park	\$918	\$7,000	\$7,000	\$10,000	43%
(1885-13220) Desert Gardens Park	\$637	\$7,000	\$7,000	\$9,000	29%
(1885-13230) Discovery Park	\$3,473	\$7,000	\$7,000	\$4,000	-43%
(1885-13234) Ironwood HS Light	\$0	\$5,000	\$5,000	\$0	-100%
(1885-13235) Elsie McCarthy Pk. Maint	\$8,028	\$44,038	\$44,038	\$46,383	5%
<b>Total - Parks &amp; Recreation</b>	<b>\$10,479,814</b>	<b>\$9,819,969</b>	<b>\$9,707,636</b>	<b>\$9,251,547</b>	<b>-6%</b>



## PARKS & RECREATION

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$477,567	\$466,031	\$466,034	\$287,341	-38%
(A7000) Non-Salary Operating Budget	\$1,039,778	\$882,420	\$882,420	\$884,884	0%
(A7500) Premiums/Controlled Budget	\$29,570	\$30,194	\$30,194	\$32,168	7%
<b>Total - Parks &amp; Recreation</b>	<b>\$10,479,814</b>	<b>\$9,819,969</b>	<b>\$9,707,636</b>	<b>\$9,251,547</b>	<b>-6%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-13010) Pool Maintenance	2	2	2	2	0%
(1000-13020) Park Irrigation	3				
(1000-13030) Parks CIP & Planning	2	1			
(1000-13040) Parks Maintenance	20	20	23	23	15%
(1000-14610) Parks & Recreation Admin.	1	4	8	8	100%
(1000-14620) Glendale Community Center	2	1			
(1000-14630) Recreation Support Services	6	4			
(1000-14640) Adult Center	8	5	4	4	-20%
(1000-14650) Youth and Teen	6.75	4.25			
(1000-14660) Special Events and Programs	1				
(1000-14670) Sports and Health	5	4			
(1000-14680) Aquatics	1				
(1000-14700) Marketing - Parks & Rec	1.75				
(1000-14710) Park Rangers	3	3	3	3	0%
(1000-14720) Foothills Recreation Center	7.75	7	4	4	-43%
(1000-14760) Historic Sahuaro Ranch	3	1			
(1880-14830) Rec Self Sust-Foothills Rec	1	1	1	1	0%
(1880-14840) Sports Self Sustaining	1	1			
(1880-14850) Youth and Teen Self Sustaining	5	5	4	4	-20%
<b>Total -Parks &amp; Recreation</b>	<b>80.25</b>	<b>63.25</b>	<b>49</b>	<b>49</b>	<b>-23%</b>



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Parks, Recreation & Library Services*

## LIBRARY & ARTS

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-15220) Library	\$5,549,178	\$4,894,769	\$4,894,769	\$4,205,584	-14%
(1000-15230) Arts Maintenance - Admin.	\$15,843	\$329	\$329	\$0	-100%
(1220-15310) Arts Maintenance	\$62,702	\$166,090	\$166,090	\$206,677	24%
(1260-15410) Library Book Fund	\$476,020	\$155,000	\$155,000	\$148,905	-4%
(1840-36001) State Grant In Aid 2005	\$20,843	\$0	\$0	\$0	NA
(1840-36006) Grant Approp - Library	\$0	\$275,000	\$60,000	\$275,000	0%
(1840-36027) AZ Arts Comm GOS II 2007	\$4,920	\$0	\$0	\$0	NA
(1840-36038) Books for AZ Libraries	\$3,926	\$0	\$0	\$0	NA
(1840-36042) LSTA Read and Play With Me	\$2,238	\$0	\$0	\$0	NA
(1840-36044) Misc Library Grants	\$2,536	\$0	\$0	\$0	NA
(1840-36045) Memorial Donations-Library	\$236	\$0	\$0	\$0	NA
(1840-36046) Library Donations	\$147	\$0	\$0	\$0	NA
(1840-36047) VSUW Success by 6 Initiative	\$4,120	\$0	\$0	\$0	NA
<b>Total - Library &amp; Arts</b>	<b>\$6,142,709</b>	<b>\$5,491,188</b>	<b>\$5,276,188</b>	<b>\$4,836,166</b>	<b>-12%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$4,463,478	\$3,915,962	\$3,900,962	\$3,146,462	-20%
(A7000) Non-Salary Operating Budget	\$1,505,210	\$1,398,234	\$1,198,234	\$1,530,147	9%
(A7500) Premiums/Controlled Budget	\$174,021	\$176,992	\$176,992	\$159,557	-10%
<b>Total - Library &amp; Arts</b>	<b>\$6,142,709</b>	<b>\$5,491,188</b>	<b>\$5,276,188</b>	<b>\$4,836,166</b>	<b>-12%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-15220) Library	70.13	55	43.5	43.5	-21%
(1220-15310) Arts Maintenance		1	1	1	0%
<b>Total -Library &amp; Arts</b>	<b>70.13</b>	<b>56</b>	<b>44.5</b>	<b>44.5</b>	<b>-21%</b>



## RIGHT-OF-WAY

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1282-16740) Arena - ROW Maintenance	\$11,616	\$49,966	\$49,966	\$49,901	0%
(1340-16710) Right-of-Way Maintenance	\$2,127,414	\$2,012,694	\$2,012,694	\$2,632,413	31%
<b>Total - Right-of-Way</b>	<b>\$2,139,030</b>	<b>\$2,062,660</b>	<b>\$2,062,660</b>	<b>\$2,682,314</b>	<b>30%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$804,290	\$665,796	\$665,796	\$698,047	5%
(A7000) Non-Salary Operating Budget	\$1,236,915	\$1,315,000	\$1,315,000	\$1,910,953	45%
(A7500) Premiums/Controlled Budget	\$97,825	\$81,864	\$81,864	\$73,314	-10%
<b>Total - Right-of-Way</b>	<b>\$2,139,030</b>	<b>\$2,062,660</b>	<b>\$2,062,660</b>	<b>\$2,682,314</b>	<b>30%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1340-16710) Right-of-Way Maintenance	13	11	11	11	0%
<b>Total -Right-of-Way</b>	<b>13</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0%</b>



## POLICE SERVICES

### 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 2014

GOALS	
<b>Goal</b>	Reduce Violent and Property crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Activities</b>	<ul style="list-style-type: none"> <li>Increase data-driven approaches to targeting crime and offenders.</li> <li>Build and improve partnerships within the community, including Neighborhood Watch, Crime-free multi housing, and Managers Against Crime.</li> <li>Leverage technology to increase efficiency and effectiveness of policing strategies.</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	Reduce Part I crimes by 5%.
<b>Time Commitment</b>	This goal involves an ongoing commitment. An intermediate commitment is to achieve the desired impact within the FY.
<b>Expected Challenges</b>	Resource limitations and economic drivers for crime will require the development of innovative and efficient methods to control crime.
<b>Goal</b>	Enhance Response to Crime
<b>Related Council Goal</b>	One community focused on public safety.
<b>Activities</b>	Enhancing Police Services



<b>Expected Outcomes (Perf. Measures)</b>	Increase service quality and responsiveness to public requests for assistance by arriving unit at Priority 1 and Priority 2 calls in 5 minutes or less. Increase the % of call responses meeting the standard by 5%.
<b>Time Commitment</b>	This goal involves an ongoing commitment to ensure that the established targets are met and maintained. An intermediate commitment is to achieve the desired impact within the FY.
<b>Expected Challenges</b>	Achievement will require the development and application of innovative methods to improve efficiency and accountability for response services.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- **Innovation** - In an ongoing relationship with the Arizona State University’s Center for Violence Prevention and Community Safety, we successfully extended grant funding from the Bureau of Justice Assistance for use of community policing strategies and the implementation of proven problem solving methods to reduce crime and disorder in our community. In September 2012, 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.
- **Innovation** - Data-Driven Approaches to Crime and Traffic Safety (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, which integrates location-based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources, into the existing CompStat program. In addition, the Department has entered into an agreement with Rutgers University to apply and test a Risk Terrain Modeling methodology to analyze crime in association with statistically validated factors allowing more precise prediction of crime and improve the allocation of resources to target high crime generators. The Department will increase the analysis of crime patterns and allocate resources accordingly in order to improve efficiency and effectiveness in controlling crime.
- **Innovation** - 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 will beginning. The new CAD/RMS will offer a fully integrated system and provide tools to better analyze trends, link crimes, and identify suspects. It will provide ready availability to volumes of information and significantly enhances our ability to provide outstanding service to our community and citizens. Roll out of this multi-year project is anticipated during this FY.
- **Accomplishment** - Funding limitations necessitated the evaluation of the Department’s organization and staffing allocation. A comprehensive review was conducted focusing on “core functions” of crime control and the enhancement of citizen needs. The analysis resulted in reorganization and restructuring of the Department to provide a leaner and more efficient operation.



- Accomplishment - Several new strategies were implemented to use data-driven analysis as the basis for targeted efforts to allocate resources and impact crime. Renewed grant funding enabled the Department to extend and expand the Smart Policing Initiative (SPI) to use community policing strategies and problem solving methods to reduce crime and disorder in the community. The Department incorporated the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) as part of the CompStat program to target priority crimes and locations to further deter crime. Further collaborated with Arizona State University's Center for Violence Prevention and Community Safety to utilize Social Network Analysis techniques to identify and target frequent offenders and their associates for enhanced enforcement.

GOAL UPDATES	
<b>Goal</b>	Reduce Violent and Property crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the Goal Met?</b>	No.
<b>What were the Performance Measures?</b>	Reduce Part I crimes by 5%.
<b>Obstacles/Challenges</b>	The goal of a 5% reduction was not achieved. Although Part I crimes increased by 1.6%, the increase was significantly below the 8.2% increase the previous period.
GOAL UPDATES	
<b>Goal</b>	Enhance response to crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Increase citizen contacts through increased community outreach including Coffee with a Cop, Citizens Police Academy, and the Citizen's Advisory Committee.
<b>Obstacles/Challenges</b>	Staffing declines presented challenges requiring innovative approaches to enhancing community outreach.

<b>FISCAL YEAR 2012</b>
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GOAL UPDATES	
<b>Goal</b>	Enhance response to crime.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the Goal Met?</b>	No.
<b>What were the Performance Measures?</b>	Reduce Part I crimes by 5%.
<b>Obstacles/Challenges</b>	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.

**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Police Services*

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<b>Goal</b>	Enhance community outreach.
<b>Related Council Goal</b>	One community focused on public safety.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	Increase citizen contacts through increased community outreach including Coffee with a Cop, Citizens Police Academy, and the Citizen's Advisory Committee.
<b>Obstacles/Challenges</b>	Staffing declines presented challenges requiring innovative approaches to enhancing community outreach.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Police Services**

## POLICE DEPARTMENT

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-12110) Police Legal Services	\$379	\$3,870	\$3,870	\$2,985	-23%
(1000-12120) Police Administration	\$2,193,261	\$2,392,684	\$2,392,684	\$2,802,111	17%
(1000-12130) Central Patrol Bureau	\$9,999,530	\$10,819,107	\$10,819,107	\$11,545,121	7%
(1000-12150) Crime Investigations	\$9,045,481	\$9,203,968	\$9,203,968	\$10,262,980	12%
(1000-12160) Police Personnel Management	\$2,271,855	\$2,114,192	\$2,114,192	\$1,446,848	-32%
(1000-12170) Foothills Patrol Bureau	\$11,248,663	\$11,666,198	\$11,666,198	\$12,240,971	5%
(1000-12180) Police Support Services	\$1,622,047	\$1,385,867	\$1,385,867	\$1,626,211	17%
(1000-12210) PD - Fiscal Management	\$2,746,480	\$2,709,519	\$2,709,519	\$2,934,465	8%
(1000-12215) PD - Tow Administration	\$43,332	\$51,693	\$51,693	\$55,344	7%
(1000-12220) PD - Detention	\$1,192,098	\$1,219,934	\$1,219,934	\$1,261,118	3%
(1000-12230) PD - Communications	\$2,259,100	\$2,462,604	\$2,462,604	\$2,415,049	-2%
(1000-12232) PS Training Ctr - Police	\$530,520	\$581,875	\$581,875	\$581,875	0%
(1000-12233) PD - Special Operations	\$4,237,551	\$4,508,718	\$4,508,718	\$4,768,546	6%
(1000-12235) PD - Emergency Management	\$726,607	\$428,621	\$428,621	\$0	-100%
(1281-12231) Stadium - PD Event Staffing	\$1,249,340	\$1,342,031	\$1,342,031	\$1,360,077	1%
(1281-12234) PD - Fiesta Bowl Event	\$312,672	\$401,268	\$401,268	\$393,147	-2%
(1282-12190) Arena-PD Event Staffing	\$548,175	\$839,752	\$588,632	\$812,392	-3%
(1283-12195) CBRanch-Police Event Staffing	\$0	\$0	\$0	\$28,482	NA
(1700-12310) Patrol - Special Revenue Fund	\$12,053,772	\$14,240,490	\$13,740,490	\$15,627,787	10%
(1840-33001) DARE	\$386	\$0	\$0	\$0	NA
(1840-33002) Victim Rights - PD	\$73,568	\$93,472	\$93,472	\$81,347	-13%
(1840-33010) PD DEA Grant - Overtime	\$23,570	\$0	\$0	\$0	NA
(1840-33014) CAT Donations	\$1,806	\$0	\$0	\$0	NA
(1840-33018) VOCA	\$96,137	\$102,317	\$102,317	\$111,431	9%
(1840-33021) Grant Approp - Police Dept	\$0	\$3,500,000	\$2,200,000	\$3,000,000	-14%
(1840-33032) Joint Terrorism Task Force-OT	\$13,476	\$0	\$0	\$0	NA
(1840-33041) DPS VTTF	\$86,825	\$0	\$0	\$0	NA
(1840-33047) Advocacy Donations	\$2,425	\$0	\$0	\$0	NA
(1840-33057) PD Volunteers	\$89	\$0	\$0	\$0	NA
(1840-33104) Nat'l Insurance Crime Bureau	\$70	\$0	\$0	\$0	NA
(1840-33105) DEA OCDETF Overtime	\$103,049	\$0	\$0	\$0	NA
(1840-33121) Bulletproof Vest Ptnrshp	\$5,264	\$0	\$0	\$0	NA
(1840-33127) 2009 STOP Violence Grant	\$66,748	\$0	\$0	\$0	NA
(1840-33128) Juvenile Acctblty Block Grant	\$12,735	\$0	\$0	\$0	NA
(1840-33135) ICAC Task Force	\$4,744	\$0	\$0	\$0	NA
(1840-33141) 2009 Edward Byrne Memorial JAG	\$173,542	\$0	\$0	\$0	NA
(1840-33143) 2009 GREAT Grant	\$18,118	\$0	\$0	\$0	NA
(1840-33144) GPD Smart Policing Initiative	\$99,652	\$0	\$0	\$0	NA
(1840-33153) GOHS Underage Alcohol Enforcem	\$10,362	\$0	\$0	\$0	NA
(1840-33157) FY2011 GOHS DUI Enforcement	\$11,822	\$0	\$0	\$0	NA
(1840-33159) GOHS Accident Investigation	\$1,345	\$0	\$0	\$0	NA
(1840-33161) 2010 UASI GPD TLO Sustainment	\$2,057	\$0	\$0	\$0	NA
(1840-33162) 2010 UASI GPD RRT	\$28,747	\$0	\$0	\$0	NA
(1840-33163) GPD Cold Case Investigation	\$30,040	\$0	\$0	\$0	NA
(1840-33165) FCTF/MFTF	\$14,577	\$0	\$0	\$0	NA
(1840-33166) ATF Task Force OT	\$3,270	\$0	\$0	\$0	NA
(1840-33167) USMS Violent Offend Task Force	\$10,617	\$0	\$0	\$0	NA
(1840-33168) Glendale PSN NIBIN	\$11,265	\$0	\$0	\$0	NA
(1840-33169) USS Electronic Crime Task Forc	\$1,571	\$0	\$0	\$0	NA



**POLICE DEPARTMENT**

(1840-33170) ACJC Records Improvement	\$13,894	\$0	\$0	\$0	NA
(1840-33171) 2012 GOHS DUI Enforcement	\$21,744	\$0	\$0	\$0	NA
(1840-33172) 2011 Smart Policing Initiative	\$2,628	\$0	\$0	\$0	NA
(1840-33173) 2011 JAG CAD/RMS Replacement	\$10,504	\$0	\$0	\$0	NA
(1840-33174) 2011 SHSGP Disaster Resistant	\$6,000	\$0	\$0	\$0	NA
(1840-33175) 2011 UASI GPD RRT	\$102,959	\$0	\$0	\$0	NA
(1840-33177) 2011 UASI GPD TLO Sustainment	\$2,576	\$0	\$0	\$0	NA
(1840-33178) 2012 GOHS OP Enforcement	\$8,717	\$0	\$0	\$0	NA
(1840-33179) 2012 GOHS STEP Enforcement	\$18,859	\$0	\$0	\$0	NA
(1840-33180) USPS Taskforce	\$530	\$0	\$0	\$0	NA
(1840-33181) HIDTA	\$20,794	\$0	\$0	\$0	NA
(1842-37000) PSSP Police OT Grant	\$43,030	\$0	\$0	\$0	NA
(1842-37002) JAG Recovery Act	\$345,003	\$652,566	\$406,812	\$0	-100%
(1860-32020) Federal RICO	\$44,985	\$225,000	\$225,000	\$225,000	0%
(1860-32030) State RICO	\$3,150,839	\$3,670,270	\$3,670,270	\$3,671,249	0%
(2530-12390) PS Training Ops - Police	\$294,127	\$340,622	\$340,622	\$350,045	3%
<b>Total - Police Department</b>	<b>\$67,275,929</b>	<b>\$74,956,638</b>	<b>\$72,659,764</b>	<b>\$77,604,581</b>	<b>4%</b>

<b>ACCOUNT ROLLUP TYPE OF EXPENDITURES</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(A6000) Salary & Related Budget	\$49,872,798	\$53,418,184	\$52,868,184	\$56,470,828	6%
(A7000) Non-Salary Operating Budget	\$530,520	\$581,875	\$581,875	\$581,875	0%
(A7500) Premiums/Controlled Budget	\$2,414,822	\$2,466,461	\$2,466,461	\$2,828,281	15%
<b>Total - Police Department</b>	<b>\$67,275,929</b>	<b>\$74,956,638</b>	<b>\$72,659,764</b>	<b>\$77,604,581</b>	<b>4%</b>

<b>FUND &amp; DEPARTMENT NUMBER STAFFING BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(1000-12120) Police Administration	21	18	19	19	6%
(1000-12130) Central Patrol Bureau	118	109	100	100	-8%
(1000-12150) Crime Investigations	85	85	86	86	1%
(1000-12160) Police Personnel Management	24	20	14	14	-30%
(1000-12170) Foothills Patrol Bureau	115	118	107	107	-9%
(1000-12180) Police Support Services	24.5	21.5	19.5	19.5	-9%
(1000-12215) PD - Tow Administration	1	1	1	1	0%
(1000-12220) PD - Detention	9	10	10	10	0%
(1000-12230) PD - Communications	30.5	30.5	28.5	28.5	-7%
(1000-12233) PD - Special Operations	39	35	34	34	-3%
(1000-12235) PD - Emergency Management	6	4			
(1281-12231) Stadium - PD Event Staffing	2	2	2	2	0%
(1282-12190) Arena-PD Event Staffing	1	1	1	1	0%
(1700-12310) Patrol - Special Revenue Fund	118	118	111	111	-6%
(1840-33002) Victim Rights - PD	1	1	1	1	0%
(1840-33018) VOCA	1	1	1	1	0%
(1860-32030) State RICO	0.5	0.5	0.5	0.5	0%
(2530-12390) PS Training Ops - Police	2	2	2	2	0%
<b>Total -Police Department</b>	<b>598.5</b>	<b>577.5</b>	<b>537.5</b>	<b>537.5</b>	<b>-7%</b>



## 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, and graffiti removal. 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. The operation and maintenance of Glendale Memorial Park cemetery as well as contract administration for Animal control services provided by Maricopa county are also part of Field Operations.

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 floodplain management, the city-adopted National Flood Insurance Program, real estate management and management and oversight of cell tower equipment in the public right of way and on city owned facilities

**FISCAL YEAR 2014**

GOALS	
<b>Goal</b>	Initiate operation of the Vieste Waste to Energy Facility located at the COG landfill.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Activities</b>	While the project is a private development, coordinate the delivery of up to 180,000 tons of waste to the facility, the sale of up to 26,000 tons of recyclables and complete the contractual monitoring required as part of the Council approved agreement.



<b>Expected Outcomes (Perf. Measures)</b>	Diversion of 26,000 tons of waste opens opportunity to bring in new waste to the facility with a value of over \$500,000 annually. Opportunity to nearly triple diversion rate through recycling from 12,000 tons annually to almost 40,000 tons annually.
<b>Time Commitment</b>	Anticipate project construction starting in Summer 2013 with project becoming operational in Spring 2014. The City agreement with Vieste is for 30 years.
<b>Expected Challenges</b>	Quality of recyclables generated at facility will be key relative to city's support of floor price in agreement, ultimately project is to be a waste to energy facility but buyer of power must first be secured by Vieste.
<b>Goal</b>	Present updated Streets maintenance plan to City Council that will propose various street treatments for FY14 and FY15 and begin construction of FY14 improvements by March, 2014.
<b>Related Council Goal</b>	One community with strong neighborhoods.
<b>Activities</b>	Evaluation of street network is currently being completed to identify most appropriate candidates for street improvements. GO funding of \$2M for FY14 plus an estimated \$700k in carry over plus one time HURF proceeds of \$3M and recent award of Community Development Block Grant (CDBG) will bring total funding to almost \$6 million.
<b>Expected Outcomes (Perf. Measures)</b>	Majority of funds to be used for slurry seal of residential and collector streets in FY14 and may allow for up to 80 miles of streets to be treated depending on bidding environment.
<b>Time Commitment</b>	Project will take most of FY 2014 to complete and some work may flow into FY 2015.
<b>Expected Challenges</b>	Minor repairs will need to be completed by contractors before initiating slurry seal operations, extra effort will need to be made to keep public updated on progress of project.
<b>Goal</b>	Evaluate new revenue opportunities in General Fund including the leasing of city owned space at Bank of America building and former Material testing lab at COG airport
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	While city owned Bank of America building is less than 50% leased, new tenant with 10 year lease expected in June 2013. Opportunities for additional tenants will be explored. In addition, with closure of materials testing lab at airport, Engineering staff will work to identify private companies who may want to rent space at airport to run a materials lab.
<b>Expected Outcomes (Perf. Measures)</b>	Add one new tenant at B of A space in FY14 and secure new tenant to take over space at Airport.
<b>Time Commitment</b>	New tenant at B o f A to located in first half of FY 2014, new tenant in former lab space at airport to be completed in 2nd half of FY 2014.
<b>Expected Challenges</b>	Overall continued growth in economy will provide greater opportunities and interest to lease space.



## FISCAL YEAR 2013

**Innovations and Accomplishments:**

- Accomplishment: Met departmental goals in reducing overall PW operation by ten additional staff and incorporated more outsourcing of services in custodial services, street maintenance, and fleet maintenance
- Accomplishment: Completed agreement with Wickenburg to accept their recyclable materials, increased tonnage coming to COG landfill by 10%, and completed agreements with Vieste Energy for waste to energy plant to be built at COG landfill
- Innovation: Purchased 18 police vehicles through grant from Gila River Indian Community and are working towards having vehicles converted to propane to reduce cost of operation
- Accomplishment: Centralized management of cell tower agreements in Engineering and developed matrix for charging appropriate value of each site. Currently 16 sites around city generating over \$350k annually and will evaluate opportunities to enhance that revenue in FY 2014.

<b>GOAL UPDATES</b>	
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Project has been delayed in order to evaluate best technology available that can be maintained within existing budget.
<b>What were the Performance Measures?</b>	Reduced operations and maintenance costs on trucks, while servicing the same residential community with fewer trucks and personnel.
<b>Obstacles/Challenges</b>	Changes in staffing have made the process more difficult to implement than initially identified.
<b>Goal</b>	Increase fleet fuel efficiency.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	No. After a drop in vehicle miles driven over the past four years, in FY13 we expect an increase of 100,000 miles driven resulting in additional fuel being used. Furthermore, with the limited amount of new, more fuel efficient vehicles purchased, we could not make gains in improving miles per gallon with the existing fleet.
<b>What were the Performance Measures?</b>	5% reduction in total fuel used, approximately 37,000 gallons annually.
<b>Obstacles/Challenges</b>	As referenced in Goals met section, increase utilization of the fleet resulted in more miles being driven and more fuel being consumed.



**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Manage the city’s pavement infrastructure through ongoing maintenance and repair of up to twenty-one miles of collector/residential streets.
<b>Related Council Goal</b>	One community with high-quality services for citizens.
<b>Was the Goal Met?</b>	Yes, over 22 miles of residential streets were improved.
<b>What were the Performance Measures?</b>	Number of miles completed.
<b>Obstacles/Challenges</b>	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.
<b>GOAL UPDATES</b>	
<b>Goal</b>	Increase fleet fuel efficiency.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	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.



## FIELD OPERATIONS

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11370) Materials Control Warehouse	\$239,054	\$217,428	\$217,428	\$190,689	-12%
(1000-13410) Field Operations Admin.	\$662,666	\$648,008	\$649,092	\$476,330	-26%
(1000-13420) Cemetery	\$232,638	\$239,082	\$239,082	\$188,913	-21%
(1000-13430) Manistee Ranch Maintenance	\$5,956	\$5,113	\$5,113	\$5,113	0%
(1000-13440) Graffiti Removal	\$223,242	\$179,603	\$179,603	\$17,054	-91%
(1000-13450) Facilities Management	\$3,604,344	\$3,452,476	\$3,451,392	\$3,767,943	9%
(1000-13460) Custodial Services	\$903,122	\$862,107	\$862,107	\$893,874	4%
(1000-13461) Downtown Parking Garage	\$68,721	\$64,859	\$64,859	\$46,894	-28%
(1000-16040) Downtown Beaut. & Promotion	\$260,661	\$139,420	\$139,420	\$0	-100%
(1040-13510) Equipment Management	\$3,274,458	\$3,866,686	\$3,866,686	\$3,990,336	3%
(1040-13520) Fuel Services	\$3,756,582	\$3,303,029	\$3,303,029	\$3,803,029	15%
(1040-13530) Parts Store Operations	\$1,391,612	\$1,822,840	\$1,822,840	\$1,569,565	-14%
(1120-13610) Equipment Replacement	\$2,040,861	\$2,795,693	\$2,795,693	\$2,795,693	0%
(1280-13470) YSC - Facilities Mgt.	\$45,703	\$60,000	\$60,000	\$60,000	0%
(1340-16720) Street Maintenance	\$1,922,175	\$1,043,221	\$1,043,221	\$4,036,235	287%
(1340-16731) Graffiti Removal - ROW	\$0	\$0	\$0	\$161,321	NA
(2440-17710) Landfill	\$2,789,557	\$3,141,897	\$3,115,500	\$3,157,210	0%
(2440-17720) Gas Management System	\$141,362	\$169,400	\$153,400	\$166,600	-2%
(2440-17730) Solid Waste Admin	\$870,136	\$939,366	\$939,366	\$1,053,554	12%
(2440-17740) Recycling	\$847,124	\$886,721	\$885,500	\$950,264	7%
(2440-17750) MRF Operations	\$1,683,491	\$1,840,955	\$1,796,500	\$1,764,461	-4%
(2480-17810) Sanitation Roll-off	\$659,106	\$753,209	\$684,649	\$774,162	3%
(2480-17820) Sanitation Frontload	\$3,139,841	\$3,331,312	\$3,243,284	\$3,378,094	1%
(2480-17830) Curb Service	\$7,191,423	\$7,410,232	\$7,375,884	\$6,827,713	-8%
(2480-17840) Residential-Loose Trash Collec	\$2,611,881	\$2,828,556	\$2,805,153	\$2,706,029	-4%
(2530-13480) PS Training Ops - Fac. Mgmt.	\$445,037	\$417,031	\$417,031	\$415,244	0%
<b>Total - Field Operations</b>	<b>\$39,010,753</b>	<b>\$40,418,244</b>	<b>\$40,115,832</b>	<b>\$43,196,320</b>	<b>7%</b>



## FIELD OPERATIONS

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$12,512,878	\$11,786,949	\$11,772,641	\$11,569,183	-2%
(A7000) Non-Salary Operating Budget	\$21,351,167	\$23,730,860	\$23,442,756	\$27,506,326	16%
(A7500) Premiums/Controlled Budget	\$5,146,708	\$4,900,435	\$4,900,435	\$4,120,811	-16%
<b>Total - Field Operations</b>	<b>\$39,010,753</b>	<b>\$40,418,244</b>	<b>\$40,115,832</b>	<b>\$43,196,320</b>	<b>7%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11370) Materials Control Warehouse	4.75	3.75	2.75	2.75	-27%
(1000-13410) Field Operations Admin.	2	2	1	1	-50%
(1000-13420) Cemetery	2	2	1	1	-50%
(1000-13440) Graffiti Removal	3	2			
(1000-13450) Facilities Management	16	10	10	10	0%
(1000-13460) Custodial Services	15	13	11	11	-15%
(1000-16040) Downtown Beaut. & Promotion	4	2			
(1040-13510) Equipment Management	33	33	30	30	-9%
(1040-13530) Parts Store Operations	1	1	1	1	0%
(1340-16720) Street Maintenance	27	5	5	5	0%
(1340-16731) Graffiti Removal - ROW			2	2	
(2440-17710) Landfill	19	16	16	16	0%
(2440-17730) Solid Waste Admin	8	9	9	9	0%
(2440-17740) Recycling	6	6	6	6	0%
(2440-17750) MRF Operations	11	8	8	8	0%
(2480-17810) Sanitation Roll-off	3	2	2	2	0%
(2480-17820) Sanitation Frontload	15	14	14	14	0%
(2480-17830) Curb Service	40	37	37	37	0%
(2480-17840) Residential-Loose Trash Collec	21	21	21	21	0%
(2530-13480) PS Training Ops - Fac. Mgmt.	4	3	2	2	-33%
<b>Total -Field Operations</b>	<b>234.75</b>	<b>189.75</b>	<b>178.75</b>	<b>178.75</b>	<b>-6%</b>



## ENGINEERING

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-13710) BofA Bank Building	\$217,797	\$256,579	\$256,579	\$256,579	0%
(1000-13715) Promenade at Paltaire	\$59,986	\$56,400	\$56,400	\$56,400	0%
(1000-13720) Engineering Administration	\$590,941	\$239,119	\$239,119	\$286,402	20%
(1000-13730) Design Division	\$141,884	\$24,404	\$24,404	(\$73,147)	-400%
(1000-13780) Land Development Division	\$340,409	\$327,895	\$327,895	\$331,634	1%
(1000-13790) Construction Inspection	\$413,610	\$413,204	\$413,204	\$422,329	2%
(1000-13800) Materials Testing	\$245,719	\$231,379	\$231,379	\$222,953	-4%
(1000-13820) Utility Inspection	\$17,395	\$0	\$0	\$0	NA
<b>Total - Engineering</b>	<b>\$2,027,741</b>	<b>\$1,548,980</b>	<b>\$1,548,980</b>	<b>\$1,503,150</b>	<b>-3%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$1,502,568	\$1,027,902	\$1,027,999	\$1,005,151	-2%
(A7000) Non-Salary Operating Budget	\$452,813	\$457,045	\$456,948	\$439,908	-4%
(A7500) Premiums/Controlled Budget	\$72,360	\$64,033	\$64,033	\$58,091	-9%
<b>Total - Engineering</b>	<b>\$2,027,741</b>	<b>\$1,548,980</b>	<b>\$1,548,980</b>	<b>\$1,503,150</b>	<b>-3%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-13720) Engineering Administration	6	3	3	3	0%
(1000-13730) Design Division	9	6	5	5	-17%
(1000-13780) Land Development Division	3	3	3	3	0%
(1000-13790) Construction Inspection	5	4	4	4	0%
(1000-13800) Materials Testing	3	3	3	3	0%
<b>Total -Engineering</b>	<b>26</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>-5%</b>



**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 2014**

<b>GOALS</b>	
<b>Goal</b>	Establish a business intelligence infrastructure which leverages the existing investment in existing technology which will allow departments to better leverage operational data.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Design and develop a core business intelligence infrastructure.</li> <li>• Identify, test, and deploy business intelligence tools that meet the needs of the city.</li> <li>• Assist departments in developing business intelligence reports that meet their needs.</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	<ul style="list-style-type: none"> <li>• Provide dashboard reports to management and other key stake holders.</li> <li>• Allow department users to develop ad hoc reports utilizing the business intelligence tools.</li> </ul>
<b>Time Commitment</b>	This project will continue through the fiscal year.
<b>Expected Challenges</b>	Lack of new funding is a potential challenge with this goal. Although IT is focused on utilizing tools that are low cost or that the city already owns; there is always the risk of unexpected costs. Additionally, IT has limited staffing resources for this project and all staff assigned have additional responsibilities. Finally, departmental users will have to learn these news tools.
<b>Goal</b>	Develop a five to seven year phased plan for replacing the city’s aging telephone system that is reaching the end of its useful life.
<b>Related Council Goal</b>	One community with high quality services for citizens.



<b>Activities</b>	<ul style="list-style-type: none"> <li>• Identify the city’s communication needs and evaluate systems that can meet them.</li> <li>• After selecting a vendor, develop a plan to replace the current system in phases.</li> <li>• Work with Budget to identify funding for the phone system replacement since the Telephone Fund cannot support the complete replacement.</li> <li>• Replace the equipment that is reaching the end of its useful life during the fiscal year.</li> </ul>
<b>Expected Outcomes (Perf. Measures)</b>	To replace the phone system with a cost effective solution that meets the current and future needs of the city.
<b>Time Commitment</b>	This project will continue through the fiscal year.
<b>Expected Challenges</b>	A major challenge for this project is funding since the complete phone system replacement is not funded at this time.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - In December of 2012, a map based tool called My Glendale Services was launched on the City's website. Using an address, users can obtain information such as trash/recycling pick-up day and locations of fire and police stations, libraries, post offices, and hospitals.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Complete migration of email to hosted provider.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	The City is still in the process of migrating to the hosted provider.
<b>What were the Performance Measures?</b>	Transparent migration of email services to hosted provider. Reduced maintenance impact on internal staff.
<b>Obstacles/Challenges</b>	As IT began moving users to the hosted provider, it was discovered that computers also needed to be updated as well. This has made the migration process much longer than expected.
<hr/>	
<b>Goal</b>	Implement public web-based financial expenditure and revenue reporting.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	Phase one of Follow Your Money was launched in July 2012, which focused on detailed expenditure and revenue information. Budget performance information was added as a second phase in December 2012.
<b>What were the Performance Measures?</b>	Enhanced reporting capabilities for the public. Ability to search and download expenditure data based on multiple criteria.
<b>Obstacles/Challenges</b>	None



**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Support the Police Department with the implementation of a new records management and computer aided dispatch system.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Was the Goal Met?</b>	Project is underway, estimated 18 month completion.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Hiring qualified technology staff is a major hurdle.
<b>Goal</b>	Develop 2013-2017 Information Technology Strategic Plan.
<b>Related Council Goal</b>	One community that is fiscally sound.
<b>Was the Goal Met?</b>	No.
<b>What were the Performance Measures?</b>	Plan development.
<b>Obstacles/Challenges</b>	Competing project priorities and lack of funding for technology projects.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Technology & Innovation*

## INFO. TECHNOLOGY

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11510) Information Technology	\$3,041,057	\$3,495,158	\$3,495,158	\$3,345,142	-4%
(1100-11520) Telephones	\$948,869	\$981,990	\$981,990	\$885,104	-10%
(1140-11530) Technology Replacement	\$1,616,648	\$3,166,124	\$3,166,124	\$2,707,898	-14%
<b>Total - Info. Technology</b>	<b>\$5,606,574</b>	<b>\$7,643,272</b>	<b>\$7,643,272</b>	<b>\$6,938,144</b>	<b>-9%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$2,576,984	\$2,784,584	\$2,784,584	\$2,710,342	-3%
(A7000) Non-Salary Operating Budget	\$2,517,919	\$4,118,164	\$4,118,164	\$3,554,457	-14%
(A7500) Premiums/Controlled Budget	\$511,671	\$740,524	\$740,524	\$673,345	-9%
<b>Total - Info. Technology</b>	<b>\$5,606,574</b>	<b>\$7,643,272</b>	<b>\$7,643,272</b>	<b>\$6,938,144</b>	<b>-9%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-11510) Information Technology	25	28	26	26	-7%
(1100-11520) Telephones	1	1	1	1	0%
(1140-11530) Technology Replacement	1	1	1	1	0%
<b>Total -Info. Technology</b>	<b>27</b>	<b>30</b>	<b>28</b>	<b>28</b>	<b>-7%</b>



**TRANSPORTATION SERVICES**  
**CATHY COLBATH, INTERIM**

**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 2014**

<b>GOALS</b>	
<b>Goal</b>	Secure funding for the design of safety enhancements for pedestrians, bicyclists and motorists at the intersection of 59th and Olive avenues.
<b>Related Council Goal</b>	One community committed to public safety.
<b>Activities</b>	Road Safety Assessment administered by ADOT (completed). Staff will identify funding sources and apply for federal funding for the design of intersection improvements. Immediate in-house measures will be taken in summer 2013, including striping and signal improvements.
<b>Expected Outcomes (Perf. Measures)</b>	Apply for and receive federal funding for the design of intersection improvements.
<b>Time Commitment</b>	12-18 months
<b>Expected Challenges</b>	Securing federal funding for the design of this project. Coordination with surrounding businesses. Right-of-Way constraints if road widening is necessary.
<b>Goal</b>	Coordinate completion of regional roadway projects.
<b>Related Council Goal</b>	One community with quality economic development
<b>Activities</b>	Finalize construction and administrative details for the Grand Avenue Beautification project; review and provide comments on Northern Parkway Phase 2 design; review and provide comments on the Loop 101/Maryland Avenue HOV Ramps design/construction project; and support the completion of Loop 303 project construction.
<b>Expected Outcomes (Perf. Measures)</b>	Complete the Grand Avenue land exchange with ADOT; coordinate review comments for Northern Parkway Phase 2 design; coordinate with the County to develop an IGA regarding maintenance and operations responsibilities for Northern Parkway between Dysart Road and 111th Avenue; assist ADOT in selecting the design-build team for the Loop 101/Maryland Avenue HOV Ramps project and ensure the new signal is designed to Glendale standards; coordinate an agreement to provide water for Loop 303 landscaping, as well as construction of the service line.



<b>Time Commitment</b>	12-18 months
<b>Expected Challenges</b>	Negotiations with outside agencies and private partners. Coordination of construction near the Sports and Entertainment District to minimize the impact to traffic.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- Accomplishment - The Neighborhood Mitigation Program addressed neighborhood speeding concerns with the installation of 11 speed cushions in five neighborhoods.
- Innovation - Council approved agreements with two private water companies to deliver water to Northern Parkway landscaping. These agreements provide the city an opportunity to recover the construction costs without incurring any ongoing maintenance costs.
- Accomplishment - Staff installed a High Intensity Activated Crosswalk (HAWK) to assist pedestrians crossing Glendale Avenue at 65th Avenue. Approximately 150-200 pedestrians utilize the HAWK daily.
- Accomplishment - Secured funding to complete the installation of pedestrian countdown heads at every signalized intersection with a pedestrian crossing. Upon completion, nearly 100% of the equipment for this project will have been procured using federal funding.

<b>GOAL UPDATES</b>	
<b>Goal</b>	Successfully coordinate completion of design and construction of regional roadway projects.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Was the Goal Met?</b>	In progress. The first phase of Northern Parkway is under construction and the designs for landscaping and overpasses at Litchfield and Reems roads are complete. Loop 303 construction is underway. The Grand Avenue Beautification Project design is complete and this project is also currently under construction.
<b>What were the Performance Measures?</b>	Agreements for ongoing operations and maintenance are complete. Design and construction standards are to Glendale specifications.
<b>Obstacles/Challenges</b>	Agreements require detailed coordination with regional and private partners.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with quality economic development. One community with a vibrant city center.
<b>Was the Goal Met?</b>	Yes



<b>What were the Performance Measures?</b>	Completion of the Glendale Corridor Planning Study and securing regional and/or federal funds for an alternatives analysis.
<b>Obstacles/Challenges</b>	Challenges remain in the upcoming years regarding reduced federal funding coming into the region.

**FISCAL YEAR 2012**

<b>GOAL UPDATES</b>	
<b>Goal</b>	Successfully coordinate final design and construction of major roadway projects in Glendale to include Northern Parkway and the Loop 303.
<b>Related Council Goal</b>	One community with quality economic development.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	Project development milestones.
<b>Obstacles/Challenges</b>	Challenges include interagency coordination and maintaining the funding secured toward these projects.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high-quality services for citizens.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	Working through ADOT’s policies and procedures to either bid projects or to purchase equipment. Also need to adhere to federal requirements.



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Transportation Services*

## TRANSPORTATION

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1281-16840) Stadium - Transportation Ops.	\$595,589	\$645,734	\$545,734	\$792,884	23%
(1281-16845) Transp - Fiesta Bowl Event	\$62,449	\$79,942	\$69,942	\$79,838	0%
(1282-16830) Arena - Transportation Ops.	\$14,230	\$15,000	\$15,000	\$14,981	0%
(1340-16810) Traffic Signals	\$756,345	\$786,416	\$786,756	\$1,281,708	63%
(1340-16820) Signs & Markings	\$587,199	\$677,854	\$677,854	\$789,510	16%
(1340-16910) Transportation Administration	\$246,861	\$249,773	\$249,433	\$172,904	-31%
(1340-16920) Street Light Management	\$1,394,653	\$1,408,390	\$1,408,390	\$2,128,322	51%
(1340-16940) Traffic Studies	\$362,657	\$385,951	\$385,951	\$393,609	2%
(1340-16950) Traffic Design and Development	\$341,469	\$178,043	\$178,043	\$179,254	1%
(1650-37201) JARC - GUS 1 & 2	\$184,325	\$212,971	\$139,122	\$73,849	-65%
(1650-37202) New Freedom - GUS 3	\$67,052	\$44,670	\$44,670	\$0	-100%
(1650-37203) New Freedom-Bus Buddies BAG IT	\$27,934	\$45,172	\$23,442	\$20,202	-55%
(1650-37204) New Freedom-Taxi Subsidy Prog.	\$49,846	\$0	\$0	\$0	NA
(1650-37205) JARC - Route 60	\$293,545	\$118,466	\$118,466	\$0	-100%
(1650-37206) HSIP Ped Countdown Signals	\$19,659	\$35,541	\$0	\$35,541	0%
(1660-16510) Transportation Program Mgmt	\$2,835,010	\$2,407,844	\$2,407,844	\$2,990,125	24%
(1660-16520) Transportation Education	\$195,068	\$229,122	\$229,122	\$236,210	3%
(1660-16525) Transit Management	\$307,192	\$350,442	\$350,442	\$378,752	8%
(1660-16530) Dial-A-Ride	\$2,376,982	\$2,499,516	\$2,565,087	\$2,563,156	3%
(1660-16540) Fixed Route	\$2,769,325	\$5,133,488	\$5,067,917	\$4,338,648	-15%
(1660-16550) Demand Management	\$16,354	\$42,000	\$42,000	\$42,000	0%
(1660-16570) Intelligent Transportation Sys	\$449,252	\$613,532	\$613,532	\$618,190	1%
(1660-16580) Traffic Mitigation	\$168,377	\$432,681	\$432,681	\$335,627	-22%
(1660-16590) Transportation CIP O&M	\$134,391	\$113,893	\$113,893	\$748,451	557%
(1660-16610) GO Traffic Signals	\$0	\$0	\$0	\$18,600	NA
(1660-16620) GO Signs & Marking	\$0	\$0	\$0	\$53,813	NA
(1660-16630) GO Street Light Mgmt	\$0	\$0	\$0	\$57,343	NA
<b>Total - Transportation</b>	<b>\$14,255,764</b>	<b>\$16,706,441</b>	<b>\$16,465,321</b>	<b>\$18,343,517</b>	<b>10%</b>



## TRANSPORTATION

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$4,913,223	\$4,908,601	\$4,842,645	\$4,988,005	2%
(A7000) Non-Salary Operating Budget	\$7,891,832	\$10,292,952	\$10,117,788	\$11,657,760	13%
(A7500) Premiums/Controlled Budget	\$1,450,709	\$1,504,888	\$1,504,888	\$1,697,752	13%
<b>Total - Transportation</b>	<b>\$14,255,764</b>	<b>\$16,706,441</b>	<b>\$16,465,321</b>	<b>\$18,343,517</b>	<b>10%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1340-16810) Traffic Signals	7	5	6	6	20%
(1340-16820) Signs & Markings	8	7	7	7	0%
(1340-16910) Transportation Administration	3	2	2	2	0%
(1340-16940) Traffic Studies	4	4	4	4	0%
(1340-16950) Traffic Design and Development	3	2	2	2	0%
(1660-16510) Transportation Program Mgmt	5	5	6	6	20%
(1660-16520) Transportation Education	1	1	1	1	0%
(1660-16525) Transit Management	4	4	4	4	0%
(1660-16530) Dial-A-Ride	34.25	34.25	33.25	33.25	-3%
(1660-16570) Intelligent Transportation Sys	4	4	4	4	0%
(1660-16580) Traffic Mitigation	1	1	1	1	0%
<b>Total -Transportation</b>	<b>74.25</b>	<b>69.25</b>	<b>70.25</b>	<b>70.25</b>	<b>1%</b>



**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Transportation Services*

## AIRPORT

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1760-16410) Airport Operations	\$582,896	\$600,451	\$600,451	\$674,219	12%
<b>Total - Airport</b>	<b>\$582,896</b>	<b>\$600,451</b>	<b>\$600,451</b>	<b>\$674,219</b>	<b>12%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$327,031	\$383,327	\$383,327	\$404,876	6%
(A7000) Non-Salary Operating Budget	\$201,693	\$141,422	\$141,422	\$141,422	0%
(A7500) Premiums/Controlled Budget	\$54,172	\$75,702	\$75,702	\$127,921	69%
<b>Total - Airport</b>	<b>\$582,896</b>	<b>\$600,451</b>	<b>\$600,451</b>	<b>\$674,219</b>	<b>12%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1760-16410) Airport Operations	5	6	6	6	0%
<b>Total -Airport</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0%</b>



**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 226,000 people within the city of Glendale, and is responsible for delivering over 14 billion gallons of drinking water annually to the residents and businesses of Glendale. In addition, the Department is responsible for collecting and treating wastewater to an A+ effluent standard for recharge or reuse, the highest quality recognized in Arizona. Water and wastewater services are accomplished through a complex network of four water treatment plants, two water reclamation facilities, partnership in a regional reclamation facility, and an extensive network of water distribution service mains and lines, as well as, a comprehensive wastewater collection system.

In addition to water and wastewater services, the Water Services Department conducts extensive water quality testing and monitoring to ensure public health and safety, and environmental protection. Water Services provides conservation and sustainability classes and programs for adults and youth. In addition, the Department also manages and operates a comprehensive storm water management program.

The Department receives no revenues from sales or property taxes, and operates on funds from rates and service charges and fees. In accordance with city policy, these funds are administered in an enterprise account.

**FISCAL YEAR 2014**

<b>GOALS</b>	
<b>Goal</b>	Upon Council approval, create a Water Services Advisory Commission as recommended by the Citizen's Task Force on Water and Sewer. The Commission will advise the Council on water services policies and strategies to ensure the well being and quality of lif
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Through a series of regularly scheduled meetings provide education and staff support to the Water Services Advisory Commission to assist Commission members in providing comprehensive policy recommendations to Council.
<b>Expected Outcomes (Perf. Measures)</b>	Annually the Commission is to provide policy and strategy recommendations to Council for consideration and implementation.



<b>Time Commitment</b>	Once the Commission is established, meetings will be held monthly during the months of October through December for policy recommendations regarding rate structure. Remaining meetings will be held quarterly, additional meetings, as necessary, will be held to address special topics.
<b>Expected Challenges</b>	Providing water and wastewater services is highly complex and involves a variety of regulatory agencies. Ensuring Commissioners understand the ongoing challenges will be key.
<b>Goal</b>	Complete engineering assessment and infrastructure improvements to the Hillcrest Ranch Booster Station within Zone 3 by strengthening our operational flexibility and water supply reliability through maximizing our water resources and distribution capabilities.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Activities</b>	Complete hydraulic modeling study of booster station existing capacity with the current equipment. Review and evaluate the electrical, mechanical, and pumping equipment for potential repair or replacement, and complete construction enhancements to ensure operational effectiveness and efficiency.
<b>Expected Outcomes (Perf. Measures)</b>	Hydraulic modeling complete within 60 days. Design, construction and equipment upgrades completed in one year.
<b>Time Commitment</b>	Total project completed within one year.
<b>Expected Challenges</b>	None.

**FISCAL YEAR 2013**

**Innovations and Accomplishments:**

- **Accomplishment:** The Water Services Wastewater Collection Division was selected as the AZ Water 2013 Wastewater Collection System of the Year - Large System. This is the second year in a row the award has been won by this division.
- **Accomplishment:** Conservation and Sustainable Living received three awards this past year, recognizing exceptional community services and partnerships.
  - Business Partner Award from Deer Valley School District presented to Joanne Toms, Conservation Specialist, in recognition of her outstanding teacher support.
  - Community Award from the AZ Community Tree Council for desert tree education programs.
  - Companion Planting Award from the Northwest Master Gardeners for regional program collaborations.

<b>GOAL UPDATES</b>	
<b>Goal</b>	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.



<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes the project is on schedule to be completed June 2013.
<b>What were the Performance Measures?</b>	The project is expected to be completed by June 2013. The project will reduce operation and maintenance costs by \$100,000 annually.
<b>Obstacles/Challenges</b>	This was a large multi year project that will be completed on time and within budget. The primary challenge with this project was a two week delay to find and procure specific block material needed for the building walls. The material was unavailable locally causing the two week delay. Staff was able to adjust scheduled tasks so the project would continue and be completed on time.
<b>Goal</b>	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
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes, Over the course of nine months a series of 11 meetings and two worksite tours were provided with an extensive educational program covering all aspects of the business of water. Consensus was achieved and recommendations were group into five focus areas to include: I)Financial Planning, Billing, and Customer Services, II) Public Involvement and Community Education, III) Regional Collaboration and Water Resources and Sustainability, IV) Operations and Infrastructure, and V) Employee Development, Retention, Safety and Productivity. A final report was presented to Council in December 2012.
<b>What were the Performance Measures?</b>	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.
<b>Obstacles/Challenges</b>	This was a large public committee with various levels of knowledge and understanding of the water industry. Fortunately many members were highly dedicated and committed to the Task Force and provided a high level of effort to provide a comprehensive report and recommendations to the City Council.

**FISCAL YEAR 2012**

**GOAL UPDATES**

<b>Goal</b>	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.
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**OPERATING BUDGET & PERFORMANCE MEASURES**  
*Water Services*

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<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	Yes.
<b>What were the Performance Measures?</b>	All sewer manholes and sewer pipelines were rehabilitated in this project.
<b>Obstacles/Challenges</b>	None.
<b>Goal</b>	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.
<b>Related Council Goal</b>	One community with high quality services for citizens.
<b>Was the Goal Met?</b>	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.
<b>What were the Performance Measures?</b>	The performance measures are (1) timely completion within budget (2) Upon completion reduction in electrical and maintenance requirements.
<b>Obstacles/Challenges</b>	None at this time. Project is on schedule.

**OPERATING BUDGET & PERFORMANCE MEASURES**  
**Water Services**



**UTILITIES**

<b>FUND &amp; DEPARTMENT NUMBER BUDGET BY PROGRAM</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>	<b>Percent Over FY 2013 Budget</b>
(2360-17110) Utilities Administration	\$6,239,246	\$6,605,952	\$6,156,578	\$7,474,073	13%
(2360-17120) Information Management	\$991,360	\$1,086,755	\$1,085,945	\$1,220,230	12%
(2360-17130) Public Service Representatives	\$242,534	\$284,838	\$285,065	\$339,776	19%
(2360-17140) System Security	\$621,994	\$783,306	\$725,439	\$664,015	-15%
(2360-17150) Property Management	\$66,254	\$87,000	\$77,000	\$78,500	-10%
(2360-17160) Arrowhead Reclamation Plant	\$2,268,884	\$2,107,164	\$1,997,300	\$2,347,662	11%
(2360-17170) West Area Plant	\$3,000,234	\$3,681,280	\$3,074,536	\$3,639,389	-1%
(2400-17210) Customer Service - Field	\$1,118,131	\$1,203,551	\$1,003,559	\$1,252,202	4%
(2400-17220) Irrigation	\$218,776	\$189,209	\$259,666	\$201,096	6%
(2400-17230) Raw Water Usage	\$2,772,223	\$3,382,182	\$1,882,182	\$3,570,000	6%
(2400-17240) Central System Control	\$1,281,466	\$1,328,441	\$1,328,631	\$1,346,419	1%
(2400-17250) Pyramid Peak Plant	\$1,741,336	\$1,785,133	\$1,585,133	\$1,949,560	9%
(2400-17260) Cholla Treatment Plant	\$3,217,485	\$3,529,249	\$2,929,462	\$3,547,915	1%
(2400-17280) Central System Maintenance	\$387,024	\$641,250	\$618,527	\$666,225	4%
(2400-17290) Water Distribution	\$2,623,207	\$3,234,945	\$2,631,211	\$3,225,241	0%
(2400-17300) Meter Maintenance	\$901,514	\$1,218,679	\$1,165,199	\$1,208,583	-1%
(2400-17310) Oasis Surface WTP	\$2,652,798	\$3,392,105	\$2,411,293	\$3,389,272	0%
(2400-17320) Oasis Groundwater WTP	\$5,176	\$615,000	\$615,000	\$613,500	0%
(2420-17610) Pretreatment Program	\$447,155	\$502,157	\$502,180	\$521,822	4%
(2420-17620) SROG (91st Ave) Plant	\$3,021,172	\$3,700,000	\$1,100,000	\$3,279,448	-11%
(2420-17625) 99th Avenue Interceptor	\$77,635	\$200,000	\$200,000	\$200,000	0%
(2420-17630) Wastewater Collection	\$2,296,295	\$3,046,172	\$2,287,453	\$2,999,231	-2%
(2420-17699) Storm Water	\$291,297	\$214,788	\$214,788	\$412,048	92%
<b>Total - Utilities</b>	<b>\$36,483,196</b>	<b>\$42,819,156</b>	<b>\$34,136,147</b>	<b>\$44,146,207</b>	<b>3%</b>



## UTILITIES

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$11,649,922	\$12,826,406	\$10,718,213	\$13,006,566	1%
(A7000) Non-Salary Operating Budget	\$19,037,893	\$24,158,974	\$17,631,540	\$24,301,112	1%
(A7500) Premiums/Controlled Budget	\$5,795,381	\$5,833,776	\$5,786,394	\$6,838,529	17%
<b>Total - Utilities</b>	<b>\$36,483,196</b>	<b>\$42,819,156</b>	<b>\$34,136,147</b>	<b>\$44,146,207</b>	<b>3%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(2360-17110) Utilities Administration	10	12	13	13	8%
(2360-17120) Information Management	6	6	6	6	0%
(2360-17130) Public Service Representatives	3	4	5	5	25%
(2360-17140) System Security	10	10	8	8	-20%
(2360-17160) Arrowhead Reclamation Plant	13	12	12	12	0%
(2360-17170) West Area Plant	14	15	15	15	0%
(2400-17210) Customer Service - Field	16	16	16	16	0%
(2400-17220) Irrigation	1	1			
(2400-17240) Central System Control	9	9	8	8	-11%
(2400-17250) Pyramid Peak Plant	11	11	11	11	0%
(2400-17260) Cholla Treatment Plant	8	9	9	9	0%
(2400-17280) Central System Maintenance	6	5	5	5	0%
(2400-17290) Water Distribution	29	26	26	26	0%
(2400-17300) Meter Maintenance	11	11	11	11	0%
(2400-17310) Oasis Surface WTP	15	14	13	13	-7%
(2420-17610) Pretreatment Program	6	6	6	6	0%
(2420-17630) Wastewater Collection	19	17	17	17	0%
(2420-17699) Storm Water		3	4	4	33%
<b>Total -Utilities</b>	<b>187</b>	<b>187</b>	<b>185</b>	<b>185</b>	<b>-1%</b>

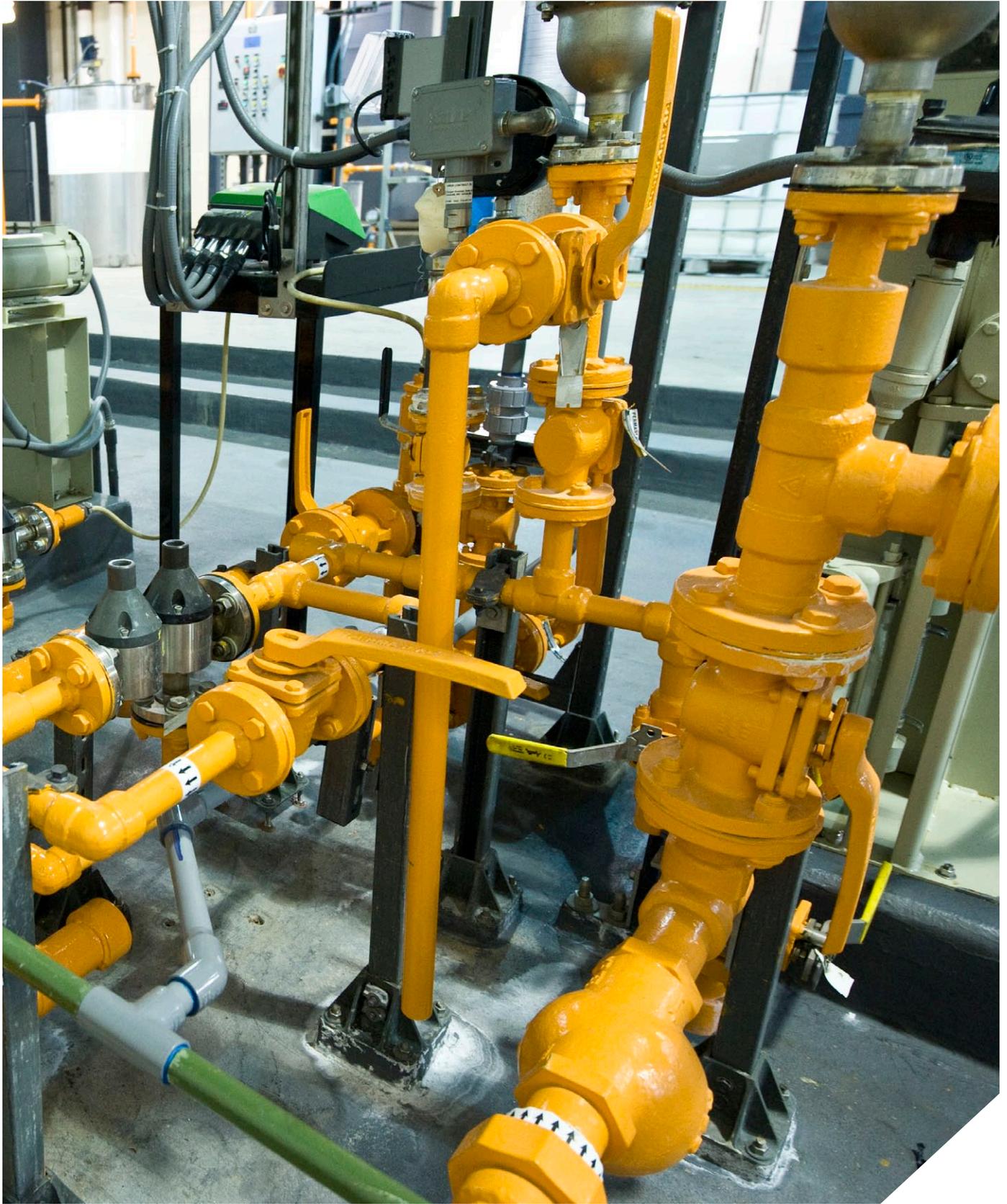


## ENV. RESOURCES

FUND & DEPARTMENT NUMBER BUDGET BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(1000-12910) HazMat Incidence Response	\$14,528	\$0	\$0	\$0	NA
(2360-17010) Environmental Resources	\$422,983	\$555,056	\$543,291	\$548,274	-1%
(2360-17420) Water Quality	\$1,076,721	\$1,172,199	\$1,172,199	\$1,197,650	2%
(2400-17410) Water Conservation	\$280,504	\$320,366	\$320,366	\$324,654	1%
<b>Total - Env. Resources</b>	<b>\$1,794,736</b>	<b>\$2,047,621</b>	<b>\$2,035,856</b>	<b>\$2,070,578</b>	<b>1%</b>

ACCOUNT ROLLUP TYPE OF EXPENDITURES	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(A6000) Salary & Related Budget	\$1,271,307	\$1,381,386	\$1,381,386	\$1,404,871	2%
(A7000) Non-Salary Operating Budget	\$499,012	\$641,822	\$630,057	\$642,684	0%
(A7500) Premiums/Controlled Budget	\$24,417	\$24,413	\$24,413	\$23,023	-6%
<b>Total - Env. Resources</b>	<b>\$1,794,736</b>	<b>\$2,047,621</b>	<b>\$2,035,856</b>	<b>\$2,070,578</b>	<b>1%</b>

FUND & DEPARTMENT NUMBER STAFFING BY PROGRAM	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget	Percent Over FY 2013 Budget
(2360-17010) Environmental Resources	5	5	5	5	0%
(2360-17420) Water Quality	10	10	10	10	0%
(2400-17410) Water Conservation	2	2	2	2	0%
<b>Total -Env. Resources</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>0%</b>



## Capital Improvement Plan

Annual Budget, 2013-2014



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## **CAPITAL IMPROVEMENT PLAN PREPARATION**

### **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 and quality of life services to current and future residents, businesses and visitors. 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, odor control 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.

Glendale, like many cities in the Phoenix metropolitan area, faces a special set of complex problems because much of the city is built out except for scattered areas requiring infill development and the far western edge of the city, which is not built out. 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 kept pace with its rapid growth of the past 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 2003 include the following:

- 2013 Civic Center 10 Year Restoration
- 2013 Bethany Home Outfall Channel
- 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<sup>th</sup> Avenue and 67<sup>th</sup> 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<sup>th</sup> 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<sup>th</sup> Avenue Metering Station Improvements
- 2004 New Adult Center Facility
- 2004 Pyramid Peak Water Treatment Plant – Solids Handling Expansion
- 2003 Jobing.com Arena

## **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 operating costs as well as financing options for the capital costs, 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?
- Will there be additional monthly costs associated with the purchase?

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 “Impact of the CIP on the Operating Budget” section of this discussion

## **Guidelines and Policies Used in Developing the CIP**

City Council’s strategic goals and financial policies provide the broad parameters for development of the annual capital plan. For example, Council’s financial policies on Capital Asset and Debt Management state that the 10-year capital plan will address capital needs in the following order:

- a. to improve existing assets;
- b. to replace existing assets;
- c. to construct new assets.

These financial policies further state that projected life cycle costing will be evaluated for projects considered for funding in the near future. Life cycle costing is a method of calculating the total cost of a physical asset throughout its life. It is concerned with all costs of ownership and takes account of the costs incurred by an asset from its acquisition to its disposal, including design, installation, operating and maintenance costs.

Additional considerations include the following:

- 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 3.3 acres of park land per 1,000 residents. When population growth causes an area to exceed this threshold, that neighborhood will rise on the capital plan's priority list for park development. The Water and 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 Financial Services Department manages 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.

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 first five years of the plan

- Comply with the state's constitutional debt limits;
- Comply with the available voter authorization required for municipal bonds;
- Balance the use of incoming revenue streams with the use of fund balance, while maintaining a fund balance in compliance with bond covenants and policies regarding debt management (e.g., for general obligation bonds there must be a fund balance that is at least 10% of the next year's debt service); and
- Identify 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.

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. The following section of this budget document, *Debt Service Budget*, outlines the bond covenants and state and city policies that place financial and legal constraints on the city.

Limited staff resources to undertake new capital projects also must be considered. Capital projects often require 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 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.

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. City boards and commissions are comprised of residents and business owners and their meetings are open to the public. A few examples include the Parks and Recreation Advisory Committee, the Library Advisory Board, the Citizen Task Force on Water and Sewer and AD-Hoc Citizens Bond Election Committees. The public also can provide comments to the Mayor and Council through public meetings of the Council, Council District meetings and through other interactions with them. It is through these public input venues that residents and businesses have alerted Council and 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.

### **Types of CIP Projects and Funding Sources**

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. An in-depth discussion about funding the CIP, including voter authorization, state constitutional limits on debt service and revenue to debt service coverage ratios is found in the *Debt Service Budget* section of the budget document.

#### **General Obligation (G.O.) Bond Funded Projects**

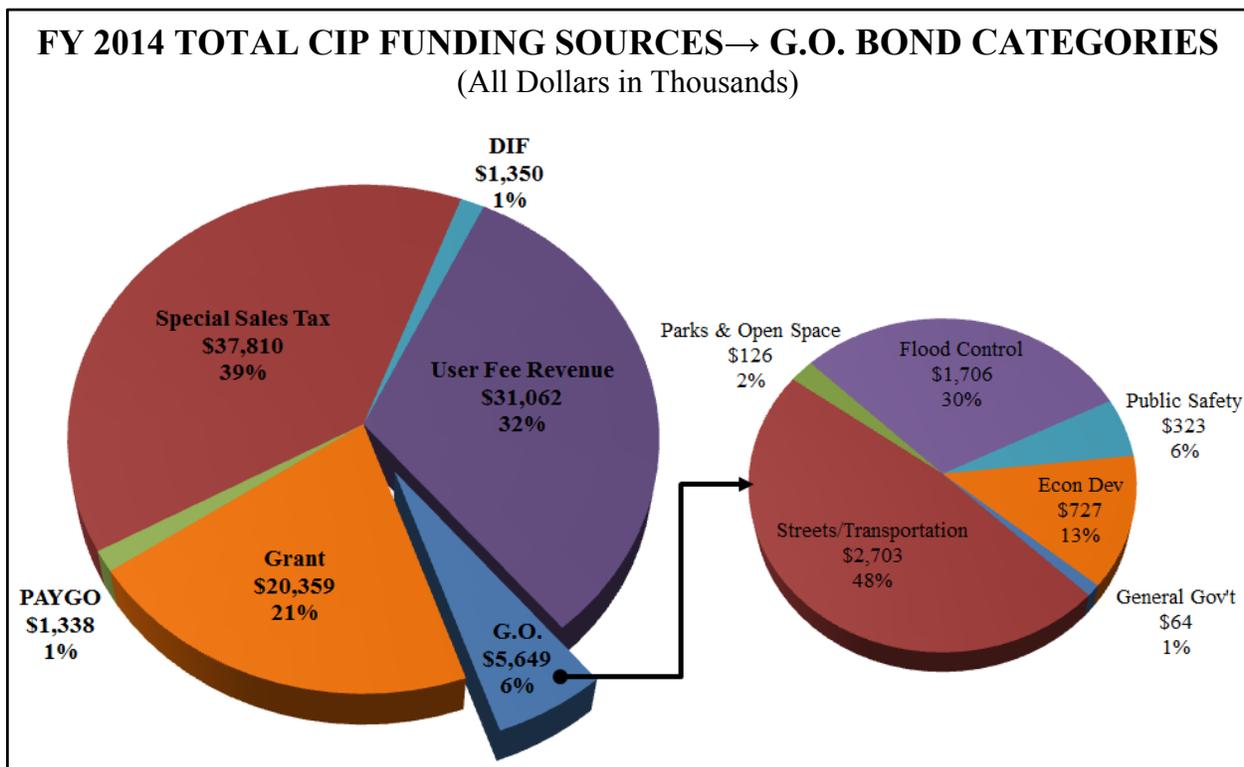
G.O. bonds are direct and general obligations of the city. Glendale uses G.O. bonds to fund most large-scale capital improvements except water, sewer, sanitation, landfill, many transportation-related projects and professional sports-related facilities such as the Jobing.com Arena, home of

the National Hockey League’s Coyotes, and Camelback Ranch, spring training home of the Chicago White Sox and the Los Angeles Dodgers. G.O. 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.

There are two separate categories of G.O. bond funded projects. These categories correspond to the 6% and 20% Arizona State Constitutional limits for G.O. bonded indebtedness. These limits will be discussed further in the *Debt Service Budget* section that follows. Funds that have been established for the 6% category include the Economic Development, Cultural Facility, Government Facilities and Library Bond Funds. Active funds for the 20% category include the Flood Control, Open Space & Trails, Parks, Public Safety and Street/Parking Bond Funds. Water and sewer bonds are also included in the 20% category. Secondary property tax revenue can be used to pay water/sewer debt, but it is preferable for water/sewer capital debt service be paid with water and sewer revenue.

The pie charts below represents all FY 2014 capital projects by funding source and the FY 2014 General Obligation portion by type of project.



## **Development Impact Fee Funded Projects**

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.

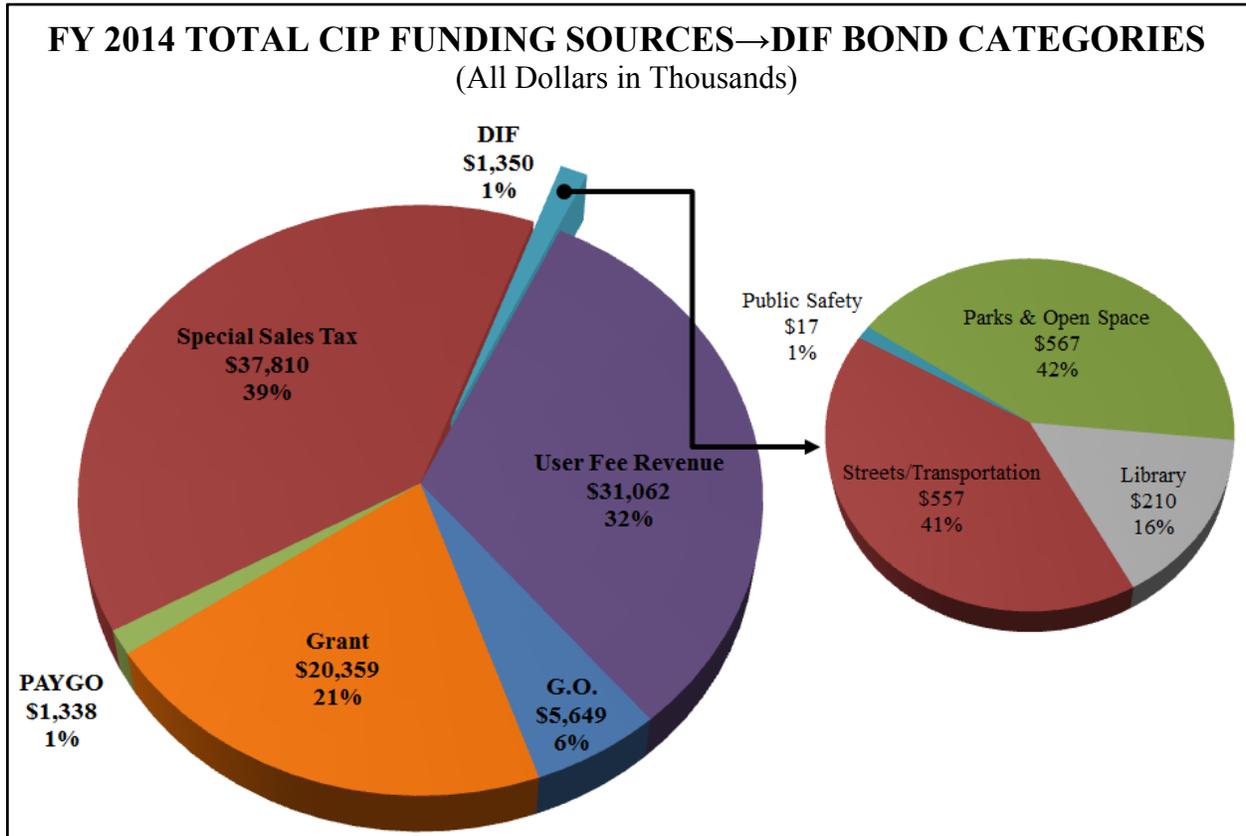
In normal economic conditions a number of DIF funded projects would be included in the capital plan to supplement the growth related portion of projects funded with other resources such as G.O. bonds. However with the drastic decline in secondary assessed value and the imperativeness to pay existing G.O. debt service with secondary property tax revenue, all capital projects requiring a new issuance of G.O. bonds were removed or deferred to the last five years of the plan. DIF revenue alone rarely is sufficient to fund 100% of the cost of growth-related projects. Therefore, given these circumstances, the current capital plan reflects very little spending of impact fees. Instead, staff will evaluate options during FY 2014 to identify appropriate uses for DIF revenue.

Since the end of FY 2012, there have been significant changes to how and when impact fees may be charged, and how they may be used by government agencies. Late in FY 2011 Senate Bill 1525 was signed into law. The new law significantly changed when fees may be assessed and how development impact fees may be used to fund capital projects. For example cities no longer are allowed to assess impact fees for general government or solid waste capital facilities. Cities also cannot use impact fees to pay for building furnishings such as library book shelves and equipment such as books for new library buildings. The new law also required cities to implement a new fee structure that incorporated many, but not all, of the new law's restrictions by January 1, 2012. Staff modified the existing impact fees to account for the new restrictions and these are currently in effect until a complete overhaul of the fees through a new impact fee study can be completed.

A new study commenced in early FY 2013 and the results of it will be presented to Council in time to meet the legislation's due date of August 1, 2014, including the lengthy public notice requirements.

It is important to note that 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; the deadline for spending these previously accumulated funds is January 1, 2020. To segregate fees collected under the prior law from those collected under the new law, separate funds were established for

the newly collected fees. However, the segregated funds are presented together in this budget document. All FY 2014 projects utilize funds accumulated before January 1, 2012. Below is a pie chart that shows the distribution of FY 2014 capital projects funded with development impact fees collected prior to January 1, 2012.



**Enterprise and Other Projects**

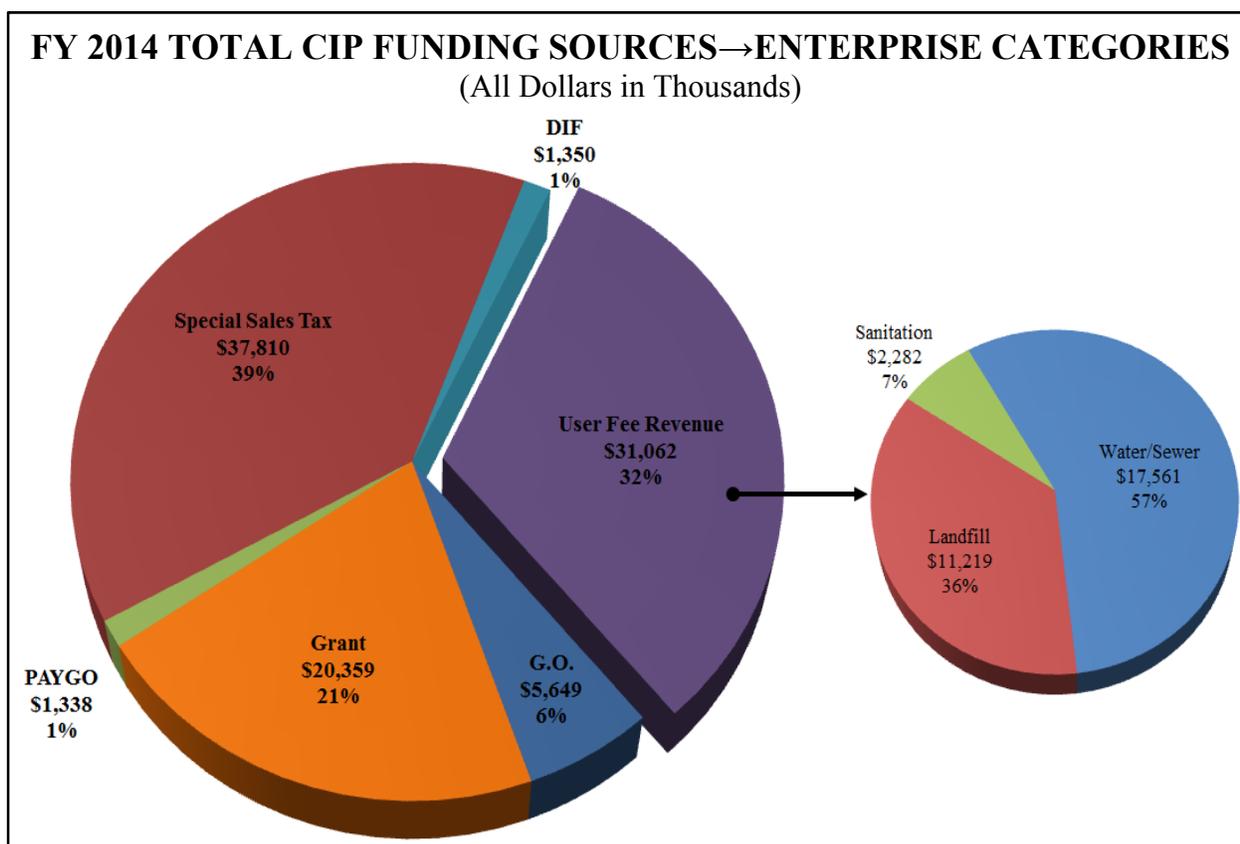
Water and Sewer Revenue Funded Projects: Water/Sewer capital projects can be funded with a number of options including, G.O. bonds, revenue bonds, revenue obligations or cash financing. Bonds or obligations are typically used to fund larger water/sewer projects. The principal and interest for bonds and obligations will be paid from future water/sewer user fee revenue. Smaller water/sewer projects are typically cash financed. Three separate funds have been established for water/sewer projects: one fund is for water capital projects, another fund addresses sewer projects and a third fund covers capital projects that represent a mix of water and sewer projects (e.g., water reclamation projects).

Landfill Revenue Funded Projects: Landfill user fee revenues fund environmental improvements required by federal and state law as well as improvements related to constructing, extending, improving and repairing the Glendale Municipal Landfill. Materials Recovery Facility (MRF) projects and landfill equipment also are included in the landfill capital fund. Users of the

Glendale Municipal Landfill include private haulers, other cities that are under contract with the city's landfill and the city's residential and commercial solid waste operations.

Sanitation Revenue Funded Projects: Unlike Water/Sewer and Landfill, the capital plan for Sanitation is not funded with revenue bonds. Instead sanitation projects are funded with cash. However, inter-funds loans and capital leases have been used as a funding option in the past for costlier projects.

The pie charts below represent all FY 2014 capital projects by funding source and the FY 2014 project funded by enterprise fund user fees.



Transportation Sales Tax Funded Projects: On November 6, 2001, Glendale held a special election where voters passed a new half-cent sales tax to fund a new transportation plan. The transportation plan was created to improve service for all modes of transportation including public transit, motorized vehicle, bicycle, pedestrian and aviation. Of the 13,019 ballots cast for this proposition, 64% were in favor and 36% were in opposition. By their votes, Glendale residents indicated that having transportation choices and being connected to regional activities and employment centers were important to maintaining Glendale's high quality of life.

Everyone who shops in Glendale pays the half-cent sales tax 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. The transportation capital and



operating budgets are balanced yearly. Transportation projects can either be funded with Transportation Revenue Obligations or cash financed. The principal and interest on revenue obligations will be covered with future transportation sales tax revenue.

Street (HURF) Revenue Funded Projects: The State of Arizona shares with cities a portion of the revenues it collects from highway user fees. This revenue is tracked in the Streets Fund (Fund 1340) and is known as HURF revenue. The Arizona State Constitution restricts the use of HURF revenue to street and highway purposes such as right-of-way acquisition, construction, reconstruction, maintenance, repair and the payment of the interest and principal on HURF bonds.

HURF often is called the gas tax even though there are several other transportation-related fees, including a portion of the vehicle license tax, that comprise this revenue source. Much of this revenue source is based on the volume of fuel sold rather than the price of fuel.

In the past, the Arizona Legislature has altered (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. The Arizona Legislature reduced the amount of funds allocated to cities in FY 2009 through FY 2012. Future legislative alterations to HURF revenue sources and/or the HURF distribution formula may occur.

Municipal Property Corporation Bond Funded Projects: 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. This means MPC debt service is paid with General Fund operating dollars and this is a serious limitation of this financing option. (The FY 2014 General Fund operating budget contribution for the payment of MPC debt service is reflected as a transfer from the General Fund to the MPC debt service fund in Schedule 4 of this document).

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,
- 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, and
- the Camelback Ranch development [as explained below].

Public Facilities Corporation Funded Bonds: Similar to an MPC, a public facilities corporation (PFC) 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. MPC bonds were issued during FY 2012 to refund the Western Loop 101 PFC, leaving the city with no PFC debt service obligations.

Grant Funded Projects: The majority of Glendale's grants for capital projects come from the federal or state government. There are two major types of grants. Open, competitive grant programs usually offer a great deal of latitude in developing a proposal and grants are awarded through a competitive review process. The existing Arizona Heritage Fund grants for parks and historic preservation capital projects are an example of competitive grants.

Entitlement or categorical grants are allocated to qualified governmental entities based on a formula basis (e.g., by population, income levels, etc.). Entitlement funds must be used for a specific grantor-defined purpose. Community Development Block Grants are considered entitlement grants and typically must benefit low-moderate income residents.

A new entitlement grant was awarded to the city during FY 2010 that has resulted in the completion of several energy efficiency capital projects. Glendale received \$2.3 million through the American Recovery and Reinvestment Act's Energy Efficiency and Conservation Block Grant. This grant funding allowed for the completion of capital projects that otherwise would not have been 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, all of which are completed;
- an upgrade to the ultraviolet disinfection system at the Arrowhead Wastewater Reclamation Facility, a project that is currently underway with an expected completion date of late summer/early fall 2013; and
- completion of the LED conversion program for the remaining 30 (of 190) signalized intersections.

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 (PAYGO) Projects: Some capital improvements are paid for on a cash basis in order to avoid the interest costs incurred with other financing mechanisms and are included in the operating budget on a pay-as-you-go basis. The city's FY 2014 operating budget also provides for the maintenance of capital assets and expenses associated with the depreciation of city facilities and equipment.

Lease Financing Projects: 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 or 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.

Local Improvement District Bond Projects: 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 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.

## **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 that must be incorporated into the operating budget. 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 2014 – 2023 CIP reflects the following estimated operating cost for capital projects:

- between \$1.97 and \$2.80 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;
- \$1.22 per sq ft annually for custodial services;
- \$0.195 per sq ft annually for building water usage;
- \$341.26 per month for refuse (two 6 yard containers picked up three times a week);
- Vehicle annual replacement contributions, maintenance and fuel costs:
  - ½-Ton Pickup: \$2,170 annual replacement cost, \$0.18/\$0.25 per mile maintenance/gas;
  - Mid-Size Sedan: \$2,100 annual replacement cost, \$0.19/\$0.16 per mile maintenance/gas;
- Technology annual replacement contributions:
  - Desktop Computer: \$461.00;
  - Laptop Computer: \$612.00;
  - Color Printer: \$509.00.

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 city facilities. 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.



**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Capital Improvement Plan Preparation**

Council reviews operating and maintenance costs associated with capital projects scheduled to come on-line in the upcoming fiscal year during the annual spring budget workshops. If operating and maintenance costs have been identified for a project, the departments are required to absorb the additional costs or, if additional funding is available, 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 wellbeing 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, promote the economic development and growth that can lead to the generation of 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 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY's 2019-23
Water & Sewer Projects	S	-	335,546	345,612	355,981	366,660	4,136,320
	A	17,510	18,035	18,576	19,134	19,708	107,769
Transportation Sales Tax Projects	S	747,212	922,986	1,396,061	1,446,488	1,487,934	8,138,253
	A	270	278	286	295	304	1,662
All Other Transportation Projects (DIF, HURF & Streets)	S	17,186	17,702	18,233	18,779	19,343	526,724
	A	-	-	-	-	-	-
Park Projects	S	-	-	-	-	-	2,431,603
	A	-	-	-	-	-	-
Library/Arts Projects	S	-	-	-	-	-	-
Public Safety Projects	S	-	-	-	-	-	10,332,677
	A	-	-	-	-	-	-
Landfill Sanitation Projects	S	-	-	-	-	-	-
	A	-	-	220,554	220,554	220,554	1,102,770
Economic Development Projects	S	-	-	-	-	-	-
	A	-	-	-	-	-	28,103
Other Projects	S	-	-	-	-	-	2,302,076
	A	-	-	-	-	-	1,000
<b>TOTAL Operating Impact</b>	<b>S</b>	<b>\$764,398</b>	<b>\$1,276,234</b>	<b>\$1,759,906</b>	<b>\$1,821,248</b>	<b>\$1,873,937</b>	<b>\$27,867,653</b>
	<b>A</b>	<b>\$17,780</b>	<b>\$18,313</b>	<b>\$239,416</b>	<b>\$239,983</b>	<b>\$240,566</b>	<b>\$1,241,304</b>
	<b>TOTAL</b>	<b>\$782,178</b>	<b>\$1,294,547</b>	<b>\$1,999,322</b>	<b>\$2,061,231</b>	<b>\$2,114,503</b>	<b>\$29,108,957</b>

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

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Summary of All Capital Projects by Funding Type**



<b>Fund # - Name</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
<b>BOND CONSTRUCTION FUNDS</b>							
1980 - Street/Parking Bonds	2,105,060	598,062	112,004	0	119,471	0	46,109,849
2140 - Open Space/Trails	0	0	0	0	0	0	9,041,662
2060 - Parks	126,491	0	0	0	0	0	77,296,541
2160 - Library	0	0	0	0	0	0	2,898,724
2040 - Public Safety	239,707	82,835	212,766	84,394	242,639	0	67,820,781
2080 - Government Facilities	64,175	0	0	0	0	0	19,825,064
2130 - Cultural Facility	0	0	0	0	0	0	252,980
2100 - Economic Development	726,528	0	0	0	0	0	22,426,465
2180 - Flood Control	1,545,417	160,925	160,925	160,925	160,925	160,925	42,117,795
<b>Sub-Total</b>	<b>\$4,807,378</b>	<b>\$841,822</b>	<b>\$485,695</b>	<b>\$245,319</b>	<b>\$523,035</b>	<b>\$160,925</b>	<b>\$287,789,861</b>
<b>DIF FUNDS</b>							
1601+-Roadway Improvements	243,459	302,784	194,908	171,500	194,908	171,500	910,678
1520 - Citywide Open Space	261,363	0	92,115	0	0	0	83,739
1461+-Citywide Parks	1,890	0	2,350	0	2,350	0	5,140
1481+-Citywide Rec Facility	1,890	0	2,350	0	2,350	0	155,140
1541+-Park Dev Zone 1	41,522	81,190	2,350	0	2,350	0	5,140
1561+-Park Dev Zone 2	128,919	5,600	2,350	0	2,350	0	5,140
1581+-Park Dev Zone 3	38,585	6,000	2,350	0	2,350	0	5,140
1380 - Library Buildings	0	0	0	0	0	0	150,000
1501+-Libraries	9,572	200,000	214,073	200,000	214,703	200,000	530,769
1441+-Police Dept Facilities	8,116	0	11,584	0	11,584	0	25,329
1421+-Fire Protection Facilities	8,614	0	12,179	0	12,179	0	26,627
1620 - General Government	10,842	0	0	0	0	0	0
<b>Sub-Total</b>	<b>\$754,772</b>	<b>\$595,574</b>	<b>\$536,609</b>	<b>\$371,500</b>	<b>\$445,124</b>	<b>\$371,500</b>	<b>\$1,902,842</b>
<b>ENTERPRISE/OTHER FUNDS</b>							
2360 - Water & Sewer	0	9,293,213	3,835,370	3,173,056	1,808,284	579,637	29,835,837
2400 - Water	0	5,254,458	9,781,402	6,001,200	9,345,653	0	72,467,687
2420 - Sewer	0	3,013,364	9,254,745	12,573,014	9,052,581	2,548,272	51,731,804
2210 - Transportation Construction	29,008,185	8,802,003	8,389,389	4,081,553	3,307,627	3,248,882	96,139,299
2000 - HURF/Street Bonds	0	0	0	0	0	0	12,076,659
1650 - Transportation Grants	5,218,296	2,486,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480 - Sanitation	1,115,000	1,167,200	2,888,000	4,356,920	3,932,445	2,210,455	12,444,365
2440 - Landfill	1,861,501	9,357,064	8,221,946	14,198,592	1,520,754	6,136,310	3,530,224
2120 - Airport Capital Grants	9,798,712	2,855,557	540,000	4,466,028	3,343,550	2,197,190	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	90,270	600,000	100,000	100,000	100,000	100,000	1,030,471
1283 - Camelback Ranch Events	198,068	280,980	250,000	250,000	250,000	250,000	1,250,000
1740 - Civic Center	0	50,000	50,000	50,000	50,000	50,000	4,145,734
2150 - Technology Infrastructure	0	0	0	0	0	0	24,765,625
1220 - Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
<b>Sub-Total</b>	<b>\$47,290,032</b>	<b>\$45,309,839</b>	<b>\$47,460,852</b>	<b>\$53,400,363</b>	<b>\$36,860,894</b>	<b>\$21,470,746</b>	<b>\$330,167,705</b>
<b>Grand Total</b>	<b>\$52,852,182</b>	<b>\$46,747,235</b>	<b>\$48,483,156</b>	<b>\$54,017,182</b>	<b>\$37,829,053</b>	<b>\$22,003,171</b>	<b>\$619,860,408</b>
<b>Total FY 2014 Funding</b>		<b>\$99,599,417</b>					

## 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. 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

<b>Fund # - Name</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
1980 - Street/Parking Bonds	2,105,060	598,062	112,004	-	119,471	-	46,109,849
2140 - Open Space/Trails	-	-	-	-	-	-	9,041,662
2060 - Parks	126,491	-	-	-	-	-	77,296,541
2160 - Library	-	-	-	-	-	-	2,898,724
2040 - Public Safety	239,707	82,835	212,766	84,394	242,639	-	67,820,781
2080 - Government Facilities	64,175	-	-	-	-	-	19,825,064
2130 - Cultural Facility	-	-	-	-	-	-	252,980
2100 - Economic Development	726,528	-	-	-	-	-	22,426,465
2180 - Flood Control	1,545,417	160,925	160,925	160,925	160,925	160,925	42,117,795
<b>Total Bond Funds</b>	<b>\$4,807,378</b>	<b>\$841,822</b>	<b>\$485,695</b>	<b>\$245,319</b>	<b>\$523,035</b>	<b>\$160,925</b>	<b>\$287,789,861</b>

## **STREET/PARKING CONSTRUCTION FUNDS**

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

In FY 2014, carryover funding is available for street scallops, street beautification, street light replacement and bridge repair where needed. Existing bond proceeds will be utilized for the design of a new parking garage at Westgate City Center. A future bond issuance will be required for the construction of the parking garage at the city center.



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



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

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$3,144,689	\$441,567	\$329,563	\$329,563	\$210,092	\$210,092
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	45,900,000
<b>Total Revenue:</b>	0	0	0	0	0	45,900,000
<b>Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<b>Improvement of Existing Assets</b>						
68103 Street Scallop	1,090,296	0	0	0	0	9,711,345
68104 Street Beautification	679,657	0	0	0	0	6,413,831
<b>Replacement of Existing Assets</b>						
68121 Street Light Replacement	162,750	0	0	0	0	0
68122 Capital Bridge Repair Program	172,357	85,466	112,004	0	119,471	292,361
<b>Sub-Total - Existing Assets</b>	<i>2,105,060</i>	<i>85,466</i>	<i>112,004</i>	<i>0</i>	<i>119,471</i>	<i>16,417,537</i>
<b>New Assets</b>						
68102 Petition Lighting Program	0	0	0	0	0	800,000
68124 *Parking Garage at Westgate	0	512,596	0	0	0	25,879,812
T1232 95th Ave Camelback to Missouri	0	0	0	0	0	3,012,500
<b>Sub-Total - New Assets</b>	<i>0</i>	<i>512,596</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>29,692,312</i>
<b>Total Project Expenses:</b>	2,105,060	598,062	112,004	0	119,471	46,109,849
<b>Total FY 2014 Funding:</b>	2,703,122					
<b>Estimated Ending Balance:</b>	\$441,567	\$329,563	\$329,563	\$210,092	\$210,092	\$243

**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. Improvements may include pavement widening, curb and gutter, and side walk.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Design	\$1,090,296	\$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
<b>TOTAL</b>	<b>\$1,090,296</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,711,345</b>

**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 2014-2023 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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$69,969	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$6,107,000
Finance Charges	\$609,688	\$0	\$0	\$0	\$0	\$0	\$125,761
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$61,070
<b>TOTAL</b>	<b>\$679,657</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,413,831</b>

**Operating Description:** Additional O and M will be needed starting in FY 2023. 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.

<u>Operating Costs:</u>	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Landscape	\$0	\$0	\$0	\$0	\$0	\$257,166
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$257,166</b>

**Project:** 68121 - Street Light Replacement (R) **Funding Source:** General Obligation Bonds

**Project Description:** Funding to provide for replacement of removed streetlight poles, arms, and luminaries due to vehicular knockdowns or severe rusting.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$162,750	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$162,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$49,738	\$10,000	\$30,000	\$0	\$32,000	\$0	\$70,000
Construction	\$113,049	\$70,000	\$75,000	\$0	\$80,000	\$0	\$200,000
Finance Charges	\$0	\$846	\$1,109	\$0	\$1,183	\$0	\$7,131
Engineering Charges	\$8,170	\$3,920	\$5,145	\$0	\$5,488	\$0	\$13,230
Arts	\$1,400	\$700	\$750	\$0	\$800	\$0	\$2,000
<b>TOTAL</b>	<b>\$172,357</b>	<b>\$85,466</b>	<b>\$112,004</b>	<b>\$0</b>	<b>\$119,471</b>	<b>\$0</b>	<b>\$292,361</b>

**Operating Description:** No additional O and M is required.



**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 due to a spacing of 350 foot or greater. Infill street lighting requests are initiated by residents and requires approval of affected residents.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$684,158
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$16,000
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,600
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$6,842
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$53,400
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>

**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.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$24,090
Utilities	\$0	\$0	\$0	\$0	\$0	\$23,325
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$6,586
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$54,001</b>

**Project:** 68124\* - Parking Garage at Westgate (N) **Funding Source:** General Obligation Bonds

**Project Description:** Prepare an RFP and retain a qualified firm specializing in parking and transportation related capital improvement projects to determine feasibility, location, design and size of a parking structure in Westgate City Center in fulfillment of existing council approved development agreements.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000,000
Finance Charges	\$0	\$10,204	\$0	\$0	\$0	\$0	\$510,204
Engineering Charges	\$0	\$2,392	\$0	\$0	\$0	\$0	\$119,608
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$512,596</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,879,812</b>

**Operating Description:** Cleaning, maintenance

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**PROJECT DETAIL: 1980-Street/Parking Bonds**

**Category: 20%**

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

**Funding Source:**

General Obligation Bonds

**Project Description:**

This project is to acquire right-of-way, design and construct a 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,012,500</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Landscape	\$0	\$0	\$0	\$0	\$0	\$14,520
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,520</b>

## 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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



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

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$587,036	\$587,036	\$587,036	\$587,036	\$587,036	\$587,036
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	8,455,000
<b>Total Revenue:</b>	0	0	0	0	0	8,455,000
<b>Project Expenses</b>	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
70000 Thunderbird Paseo Park Develop	0	0	0	0	0	1,998,675
T1630 TCP Trail Improvements	0	0	0	0	0	2,635,329
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	4,634,004
<b>New Assets</b>						
70003 City-Wide Trails System	0	0	0	0	0	1,020,000
70005 West Valley Multi-Modal Corrid	0	0	0	0	0	2,380,104
T1631 New River Bike Trail	0	0	0	0	0	1,007,554
<i>Sub-Total - New Assets</i>	0	0	0	0	0	4,407,658
<b>Total Project Expenses:</b>	0	0	0	0	0	9,041,662
<b>Total FY 2014 Funding:</b>	0					
<b>Estimated Ending Balance:</b>	\$587,036	\$587,036	\$587,036	\$587,036	\$587,036	\$374

**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 the 55 acre Thunderbird Paseo 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,998,675</b>

**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 \$0.22 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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$96,174
Landscape	\$0	\$0	\$0	\$0	\$0	\$315,188
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$411,362</b>



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

**Project:** T1630 - TCP Trail Improvements (I) **Funding Source:** General Obligation Bonds

**Project Description:** Based on the Thunderbird Conservation Park Master Plan recommendations, items to be addressed include ongoing repair and improvements of the 18 miles of natural surfaced trails. This would include ongoing replacement of trail signage and markers; enhance trail nodes and the trail heads along the trail system; removal of safety concerns and obstacles; rebuild trail washouts and mitigate washout areas; survey terrain for possible trail realignments; enhance scenic areas; removal of invasive plant species on the trails; widen trail system to accommodate multi-use designation; install trail interpretive signage; and re-vegetation of areas that have been impacted by rogue use. Project formally referred to as Thunderbird Park Improvements.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$196,086
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,960,869
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$53,635
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$19,609
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$294,130
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,635,329</b>

**Operating Description:** Supplies are based on 33 acres of improvements x \$601. 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, building maintenance at \$1.62 X 3,000 sq ft = \$4,860 annually; insurance is for 2 new employees at \$828 per person; calculations are based on a 34 month operating period.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Staffing	\$0	\$0	\$0	\$0	\$0	\$458,320
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$70,248
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$17,214
Insurance	\$0	\$0	\$0	\$0	\$0	\$5,865
Landscape	\$0	\$0	\$0	\$0	\$0	\$11,097
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$562,744</b>

**FY 2014-2023 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. This may include improvement or enhancements to trails along the Grand Canal Linear Park, Thunderbird Paseo, Skunk Creek Linear Park, the Bridle Path.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,020,000</b>

**Operating Description:** Specific scope will determine the additional O and M costs which could include supplies and contracts for \$601 x 50 acres, Service Worker II w/ benefits, building maintenance is for additional lighting (260 poles X \$153 per pole), insurance is for a new staff member at \$828 a year, and landscape is based on 50 acres of newly developed trails at \$.22 per square foot. Other operating calculations have been based upon 50 acres. All calculations are for 26 months of operation. A supplemental budget request will be submitted once the project is near completion.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Staffing	\$0	\$0	\$0	\$0	\$0	\$138,775
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$83,451
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$110,472
Insurance	\$0	\$0	\$0	\$0	\$0	\$2,299
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$8,170
Landscape	\$0	\$0	\$0	\$0	\$0	\$206,038
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$549,205</b>

**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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	\$47,602
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,380,104</b>

**Operating Description:** Supplies and contracts include \$601x 10 acres. Building maintenance costs include 34 low-level security lights for rest nodes and trail at \$75 per light and \$13 per lamp for bulb replacement. Landscape includes maintenance of approximately 435,600 sq ft x \$.0927per sq ft, water at \$.22 per sq ft x 435,600 sq ft, and ramada cleaning/maintenance at \$4,000 per ramada x three ramadas.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$116,834</b>



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

**Project:** T1631 - 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. This project would include the construction of two bridges, one would be over the drainage channel and the other 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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	\$20,151
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,007,554</b>

**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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Landscape	\$0	\$0	\$0	\$0	\$0	\$8,781
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,781</b>

## **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



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

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	<b>\$278,711</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$151,808</b>
<b>Revenue</b>						
Bond Proceeds^	0	0	0	0	0	77,145,000
Investment Income	88	0	0	0	0	0
<b>Total Revenue:</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,145,000</b>
<b>Operating Expenses</b>						
Advisor Fees	500	0	0	0	0	0
<b>Total Operating Expenses:</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Expenses</b>						
	<u>Carrvoer</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
70510 Park Enhancements	11,677	0	0	0	0	8,165,589
70515 T-Bird Park Improvements	36,495	0	0	0	0	2,902,993
70540 Grounds & Facilities Imprvmnts	3,277	0	0	0	0	3,914,523
T1715 Play Structure Improvements	0	0	0	0	0	2,874,890
<i>Replacement of Existing Assets</i>						
70500 Parks Redevelopment	62,228	0	0	0	0	27,417,240
70512 Facilities Renovation	3,150	0	0	0	0	9,906,161
70526 Multiuse Sports Field Lighting	0	0	0	0	0	4,723,297
70535 Paseo Racquet Center Park	0	0	0	0	0	7,045,478
70541 Parks Capital Equipment	9,664	0	0	0	0	1,224,400
T1712 Aquatic Facility Restoration	0	0	0	0	0	7,232,945
T1713 Foothills Center Restoration	0	0	0	0	0	1,889,025
<i>Sub-Total - Existing Assets</i>	<i>126,491</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>77,296,541</i>
<b>Total Project Expenses:</b>	<b>126,491</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,296,541</b>
<b>Total FY 2014 Funding:</b>	<b>126,491</b>					
<b>Estimated Ending Balance:</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$151,808</b>	<b>\$267</b>

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

**FY 2014-2023 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$926,587
Construction	\$11,677	\$0	\$0	\$0	\$0	\$0	\$6,177,247
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$163,312
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
<b>TOTAL</b>	<b>\$11,677</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,165,589</b>

**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 \$150 for electricity, and \$21 per lamp for replacement. Landscape maintenance \$.22 x 43,560 sq ft. A supplemental will be submitted.

**Operating Costs:**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$14,796
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$10,525
Landscape	\$0	\$0	\$0	\$0	\$0	\$58,482
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$83,803</b>



**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 ramadas and parking lot improvements.

**Capital Costs:**

	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$646,739
Construction	\$36,495	\$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	\$277,173
<b>TOTAL</b>	<b>\$36,495</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,902,993</b>

**Operating Description:**

Improvements have an O and M impact for two new 750 sq ft restrooms with associated utilities and supplies. Supplies are based on 33 acres of improvements x \$601. 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, 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; Calculations are based on a 34 month operating period.

**Operating Costs:**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Staffing	\$0	\$0	\$0	\$0	\$0	\$453,950
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$69,578
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	\$5,456
Landscape	\$0	\$0	\$0	\$0	\$0	\$21,431
Water	\$0	\$0	\$0	\$0	\$0	\$1,930
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$612,710</b>

**Project: 70540 - Grounds & Facilities Imprvmnts (I)**

**Funding Source:**

General Obligation Bonds

**Project Description:**

This project addresses 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$3,277	\$0	\$0	\$0	\$0	\$0	\$875,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$77,085
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$62,438
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$375,000
<b>TOTAL</b>	<b>\$3,277</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,914,523</b>

**Operating Description:**

No additional O and M is needed.

**FY 2014-2023 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 are not currently 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 staff who are 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$56,390
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	\$2,400,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$360,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,874,890</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$47,967	\$0	\$0	\$0	\$0	\$0	\$6,283,947
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$18,239,851
Finance Charges	\$14,261	\$0	\$0	\$0	\$0	\$0	\$548,341
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$122,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$182,399
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,040,702
<b>TOTAL</b>	<b>\$62,228</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,417,240</b>

**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 \$171 per pole. These parks are currently maintained, so staff doesn't project additional landscape maintenance costs. Water would include the addition of 40 drinking fountains at \$88 each. A supplemental budget request will be submitted once the project is near completion.

**Operating Costs:**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$36,990
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$31,574
Water	\$0	\$0	\$0	\$0	\$0	\$17,600
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$86,164</b>



**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 project are targeted through an ongoing assessment and feedback from citizens and staff.

**Capital Costs:**

	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$8,093,137
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$198,123
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$80,931
Equipment	\$3,150	\$0	\$0	\$0	\$0	\$0	\$200,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$1,213,970
<b>TOTAL</b>	<b>\$3,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,906,161</b>

**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 27 lighted sports fields that are used for various youth and adult sports program and cultural events. Of the 27 lighted sports fields, 5 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 and those facilities where the lighting systems are currently depreciating and will require replacement.

**Capital Costs:**

	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$94,466
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,723,297</b>

**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.

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2060-Parks Construction**

**Category: 20%**

**Project: 70535 - Paseo Racquet Center Park (R)**

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,579,200
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$4,512,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$139,858
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$92,500
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$45,120
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$676,800
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,045,478</b>

**Operating Description:**

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

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$24,400
Equipment	\$9,664	\$0	\$0	\$0	\$0	\$0	\$1,200,000
<b>TOTAL</b>	<b>\$9,664</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,224,400</b>

**Operating Description:**

**Project: T1712 - Aquatic Facility Restoration (R)**

**Funding Source:**

General Obligation Bonds

**Project Description:**

This project includes the renovation and restoration of existing aquatic facilities (FRAC and Rose Lane) 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$144,659
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,232,945</b>

**Operating Description:**

No additional O and M needed.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,889,025</b>

**Operating Description:**

No additional O and M is needed for this project.

## LIBRARY CONSTRUCTION FUND

Due to the continued decline in Glendale's secondary assessed valuation there is a single project within the Library Bond Fund for the renovation of the three existing city libraries. This project will require a bond issuance in future years.



**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





**FUND SUMMARY: 2160-Library Construction** **Category: 6%**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	2,900,000
<b>Total Revenue:</b>	0	0	0	0	0	2,900,000
<b>Project Expenses</b>						
	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
T2810 Int. Renovation-Main, VT, FH	0	0	0	0	0	2,898,724
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	2,898,724
<b>Total Project Expenses:</b>	0	0	0	0	0	2,898,724
<b>Total FY 2014 Funding:</b>	0					
<b>Estimated Ending Balance:</b>	\$0	\$0	\$0	\$0	\$0	\$1,276

**PROJECT DETAIL: 2160-Library Construction** **Category: 6%**

**Project:** T2810 - Int. Renovation-Main, VT, FH (R) **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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$57,974
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,840,750
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,898,724</b>

**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 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. Other projects in the last five years of the plan include an Engine & Ladder Replacement and construction of a Western Area Fire Station.



**Project Name:** PS Digital Comm. System  
**Funding Source:** G.O. Bond  
**Fund #:** 2040  
**Project #:** 75012



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

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$2,068,546	\$1,745,161	\$1,532,992	\$1,449,141	\$1,206,985	\$1,207,424
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	66,615,000
Investment Income	1,157	995	905	806	732	4,524
<b>Total Revenue:</b>	1,157	995	905	806	732	66,619,524
<b>Operating Expenses</b>						
Advisor Fees	2,000	398	362	322	293	1,809
<b>Total Operating Expenses:</b>	2,000	398	362	322	293	1,809
<b>Project Expenses</b>						
	<u>Carrvover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
75012 PS Digital Comm. System	239,707	82,835	212,766	84,394	242,639	0
<i>Replacement of Existing Assets</i>						
75024 800MHz Comm Equip	0	0	0	0	0	1,408,819
75034 Engine & Ladder Replacement	0	0	0	0	0	3,920,612
T5320 EOC Equipment Replacement	0	0	0	0	0	1,506,113
T5380 Replace HazMat Vehicle	0	0	0	0	0	616,071
T5450 Heart Monitors	0	0	0	0	0	991,837
T5539 Replacement of Airpacks	0	0	0	0	0	1,421,090
<i>Sub-Total - Existing Assets</i>	239,707	82,835	212,766	84,394	242,639	0
<b>New Assets</b>						
75020 City Court Building	0	0	0	0	0	43,075,302
T5536 Fire Station - Western Area	0	0	0	0	0	12,812,628
<i>Sub-Total - New Assets</i>	0	0	0	0	0	55,887,930
<b>Total Project Expenses:</b>	239,707	82,835	212,766	84,394	242,639	0
<b>Total FY 2014 Funding:</b>	322,542					
<b>Estimated Ending Balance:</b>	\$1,745,161	\$1,532,992	\$1,449,141	\$1,206,985	\$1,207,424	\$4,358

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$6,136	\$1,657	\$4,255	\$1,688	\$19,157	\$0	\$19,157
IT/Phone/Security	\$53,044	\$81,178	\$81,939	\$82,706	\$83,759	\$0	\$429,983
Equipment	\$78,879	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Miscellaneous/Other	\$101,648	\$0	\$126,572	\$0	\$139,723	\$0	\$419,169
<b>TOTAL</b>	<b>\$239,707</b>	<b>\$82,835</b>	<b>\$212,766</b>	<b>\$84,394</b>	<b>\$242,639</b>	<b>\$0</b>	<b>\$2,068,309</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$1,432,986
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,432,986</b>

**Project:** 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

**Project Description:** Replacement and/or upgrade of existing radios for the Regional Wireless Cooperative to assure 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 require technology upgrades. The life expectancy for radios is 8 to 10 years.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,176
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,380,643
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,408,819</b>

**Operating Description:** O and M includes network fees annually at \$94.59 per month, per radio for 196 radios, as identified by the RWC for FY2018/2019. The department will submit a supplemental in the future for the additional O and M. Annual ongoing O and M before inflationary increases: \$222,476.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$224,476
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$224,476</b>



**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 7 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. Our fleet now averages 11 years old and 150,000 miles of service.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$78,412
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$3,842,200
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,920,612</b>

**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 the information technology based equipment in the City's Emergency Operations Center (EOC), and places the EOC equipment in the city's technology replacement fund (TRF) to ensure software and hardware updates occur in conjunction with normal city rollouts. The EOC was built in 2006 and EOC equipment was not funded for the TRF due to the annual cost. Equipment updates were to be funded through the capital improvement process as equipment reached the end of its service life. Exclusive from the TRF, results in lack of timely equipment replacement and unfunded requirements each time there is a software update required, modifications to hardware are required, or there are equipment failures. The frequency of these unfunded requirements continues to rise as the equipment ages. EOC equipment will be more than two times past its typical service life in the FY 2019.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$30,122
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$1,475,991
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,506,113</b>

**Operating Description:** This project will replace existing equipment and systems at the EOC. This equipment will be placed in the technology replacement fund at a cost of \$368,998 annually, or \$1,291,492 over the four year replacement cycle. Approximately 1/4 of the equipment will be replaced each year. The equipment includes the audiovisual, software, hardware, and communications equipment used in the EOC to support emergency and special event operations.

**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. This vehicle is supported by Fleet Management staff and anticipated mileage is 10,000 miles per year.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$12,321
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$603,750
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$616,071</b>

**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.

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2040-Public Safety Construction** **Category: 20%**

**Project:** T5450 - Heart Monitors (R) **Funding Source:** General Obligation Bonds

**Project Description:** Purchase of 36 cardiac monitors. Currently, the department's heart monitors are adequate to provide service; however by FY 2019 they will be 14 to 15 years old and 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 through FY2013.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$19,837
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$972,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$991,837</b>

**Operating Description:** O and M for the heart monitors would be needed starting in FY 2020. O and M will include 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 for once the project is near completion. O & M is currently budgeted in medical supplies.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$67,439
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$67,439</b>

**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 2019. In FY 2019, 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$28,422
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,392,668
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,421,090</b>

**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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$74,545
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$74,545</b>



**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 2019. 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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	\$861,506
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$43,075,302</b>

**Operating Description:** O and M would be needed starting in FY 2021 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 2021 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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$1,453,002
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,201,619</b>

**FY 2014-2023 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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	\$256,253
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,812,628</b>

**Operating Description:** Additional O and M would be needed starting in March of 2020. 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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,331,612</b>

## GOVERNMENT FACILITIES CONSTRUCTION FUND

Carryover in FY 2014 is available for the repair, maintenance and/or replacement of electrical/lighting and mechanical systems. The Government Facility Construction Fund will not receive new funding until the last five years of the capital improvement plan due to the continued decline in secondary assessed valuation. A bond issuance will be required before a new project can move forward into the first five years of the capital plan.



**Project Name:** City Hall Parking Garage  
**Funding Source:** G.O. Bond  
**Fund #:** 2080  
**Project #:** T1160

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



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

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$64,175	\$0	\$0	\$0	\$0	\$0
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	19,830,000
<b>Total Revenue:</b>	0	0	0	0	0	19,830,000
<b>Project Expenses</b>	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
T1160 City Hall Parking Garage	0	0	0	0	0	1,675,193
<i>Replacement of Existing Assets</i>						
77503 Exterior Closure (Roofing)	0	0	0	0	0	2,127,610
77504 City Hall - HVAC System	0	0	0	0	0	5,417,691
77507 Interior Finishes (Flooring)	0	0	0	0	0	2,394,705
77508 Interior Finishes (Paint)	0	0	0	0	0	1,093,784
77509 Mechanical Upgrades	30,260	0	0	0	0	5,011,079
77510 Electrical/Lighting Upgrades	33,915	0	0	0	0	835,521
77512 Exterior Closure (Paint)	0	0	0	0	0	1,125,871
T4730 Fuel Sites Equipment Upgrade	0	0	0	0	0	143,610
<i>Sub-Total - Existing Assets</i>	64,175	0	0	0	0	19,825,064
<b>Total Project Expenses:</b>	64,175	0	0	0	0	19,825,064
<b>Total FY 2014 Funding:</b>	64,175					
<b>Estimated Ending Balance:</b>	\$0	\$0	\$0	\$0	\$0	\$4,936

**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:**

	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$33,504
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$135,689
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,675,193</b>

**Operating Description:**

No additional O and M is needed for this project.



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

**Project:** 77503 - Exterior Closure (Roofing) (R) **Funding Source:** General Obligation Bonds

**Project Description:** Citywide roofing upgrades are required 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 city buildings over a five year period totaling \$2,127,610.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$28,249
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$42,552
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,107
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,912,462
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$141,240
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,127,610</b>

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

**Project:** 77504 - City Hall - HVAC System (R) **Funding Source:** General Obligation Bonds

**Project Description:** The existing heating, ventilating and air conditioning (HVAC) system at Glendale City Hall is projected to reach the end of its serviceable life-cycle and will require replacement upgrades 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$108,354
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,417,691</b>

**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 \$2,394,705 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$39,826
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$47,894
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$4,381
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$2,159,175
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$143,429
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,394,705</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



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

**Project:** 77508 - Interior Finishes (Paint) (R) **Funding Source:** General Obligation Bonds

**Project Description:** Make citywide interior paint and wall covering replacements and upgrades that would require a total of \$1,093,784 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$25,048
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$21,876
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,755
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,044,105
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,093,784</b>

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

**Project:** 77509 - Mechanical Upgrades (R) **Funding Source:** General Obligation Bonds

**Project Description:** Citywide mechanical replacement and upgrades would require a total of \$5,011,079 to improve the mechanical systems of several facilities, as well as extend the useful life of the infrastructure. There will be a total of eleven 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 Field Operations Center.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$100,222
Engineering Charges	\$6,417	\$0	\$0	\$0	\$0	\$0	\$6,785
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$4,584,049
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$258,343
<b>TOTAL</b>	<b>\$30,260</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,011,079</b>

**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 \$835,521 over several years. These upgrades are expected to reduce the consumption of electricity usage citywide. Improvements are needed for the Field Operations Center, 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$23,175	\$0	\$0	\$0	\$0	\$0	\$3,862
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$16,710
Engineering Charges	\$10,740	\$0	\$0	\$0	\$0	\$0	\$2,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$757,241
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$55,708
<b>TOTAL</b>	<b>\$33,915</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$835,521</b>

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



**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 \$1,125,871 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$17,067
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$22,517
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$998,924
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$85,363
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,125,871</b>

**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 The Field Operations Center and Fire Station 153. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$5,357
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$98,397
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$2,872
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$11,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$984
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$143,610</b>

**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.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$1,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000</b>

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

## **CULTURAL FACILITY/HISTORICAL PRESERVATION CONSTRUCTION FUND**

There is currently no carryover and no planned projects in the first five years of the cultural facilities capital plan. Repair and improvements to the Carriage House in Historical Sahuaro Ranch is the lone project in the last five years of the capital plan for this category. Current project estimates would require a small bond issuance in order to complete this project.



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



**FUND SUMMARY: 2130-Cultural Facility Construction** **Category: 6%**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$237,691	\$237,691	\$237,691	\$237,691	\$237,691	\$237,691
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	20,000
<b>Total Revenue:</b>	0	0	0	0	0	20,000
<b>Project Expenses</b>	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
84308 Sahuaro Ranch Carriage House	0	0	0	0	0	252,980
<i>Sub-Total - Existing Assets</i>	0	0	0	0	0	252,980
<b>Total Project Expenses:</b>	0	0	0	0	0	252,980
<b>Total FY 2014 Funding:</b>	0					
<b>Estimated Ending Balance:</b>	\$237,691	\$237,691	\$237,691	\$237,691	\$237,691	\$4,711

**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. Previous improvements addressed accessibility issues related to wash basins, urinals, and toilets.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$252,980</b>

**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 \$726,528 in carryover for economic development capital projects in FY 2014. These funds are intended for the purchase of land for redevelopment, the upgrade and repair of older infrastructure and new development infrastructure. The overall goal of the economic development capital projects is to attract high quality economic development projects that create or retain well-paying jobs in Glendale, enhance the city’s financial stability and attract new capital investment. Due to the continued decline in Glendale’s secondary assessed valuation, additional funding for economic development related projects including infrastructure for development along Loop 303, 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



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

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$789,943	\$62,648	\$62,648	\$62,648	\$62,648	\$62,648
<b>Revenue</b>						
Bond Proceeds	0	0	0	0	0	22,365,000
Investment Income	233	0	0	0	0	0
<b>Total Revenue:</b>	233	0	0	0	0	22,365,000
<b>Operating Expenses</b>						
Advisor Fees	1,000	0	0	0	0	0
<b>Total Operating Expenses:</b>	1,000	0	0	0	0	0
<b>Project Expenses</b>	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
84401 Downtown Redevelopment	450,000	0	0	0	0	7,142,857
<i>Sub-Total - Existing Assets</i>	450,000	0	0	0	0	7,142,857
<b>New Assets</b>						
84400 Downtown Land Acquisition	184,618	0	0	0	0	0
84406 Loop 303 Infrastructure	0	0	0	0	0	5,966,771
84407 New Development Infrastructure	91,910	0	0	0	0	9,316,837
<i>Sub-Total - New Assets</i>	276,528	0	0	0	0	15,283,608
<b>Total Project Expenses:</b>	726,528	0	0	0	0	22,426,465
<b>Total FY 2014 Funding:</b>	726,528					
<b>Estimated Ending Balance:</b>	\$62,648	\$62,648	\$62,648	\$62,648	\$62,648	\$1,183

**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 and redevelopment of the greater downtown area.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</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
<b>TOTAL</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,142,857</b>

**Operating Description:** Land acquisition only. Acquired land would be offered to developers for purchase and developed as desired within the scope of a development agreement.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 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:** 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 which will spur economic growth. Funding will also cover associated costs of appraisals, environmental assessments, title searches, demolitions, etc. in which the city will undertake requests for proposals to identify and negotiate development agreements. These actions will continue implementation in the Centerline Overlay District (Ocotillo & Cactus).

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Land	\$184,618	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$184,618</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 developers for purchase and developed as desired by city within the scope of a development agreement. Estimation for weed control and maintenance is just over \$2,000 per year for FY 2012-2016.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Landscape	\$0	\$0	\$0	\$0	\$0	\$28,103
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,103</b>

**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 an existing development agreement(s).

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,966,771</b>

**Operating Description:** There is a need for approximately \$6 million in infrastructure improvements at Loop 303 as new development occurs. Infrastructure assistance is needed to encourage development along the Loop 303 to encourage developers to create the type of projects the city desires in the Loop 303 area. Possible additional funding sources include Economic Development, Streets, HURF and Water and Sewer due to an existing development agreement.



**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Land	\$91,910	\$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
<b>TOTAL</b>	<b>\$91,910</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,316,837</b>

**Operating Description:** Any monies/funding for such projects will be included in a Development Agreement.

## **FLOOD CONTROL CONSTRUCTION FUND**

FY 2014 carryover will be used for 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. Projects in the last five years of the plan consist of a number of storm drain projects including projects along Bethany Home Road and Greenway Road. There is the possibility of moving a storm drain project forward given the relatively healthy flood control fund balance.



**Project Name:** Bethany Home Outfall Channel  
**Funding Source:** G.O. Bond  
**Fund #:** 2180  
**Project #:** 79000



**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**

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

	<b>FY 2014:</b>	<b>FY 2015:</b>	<b>FY 2016:</b>	<b>FY 2017:</b>	<b>FY 2018:</b>	<b>FYs 19-23:</b>
<b>Estimated Beginning Balance:</b>	\$5,543,641	\$3,835,177	\$3,676,211	\$3,517,161	\$3,358,027	\$3,198,811
<b>Revenue</b>						
Bond Proceeds^	0	0	0	0	0	30,315,000
Intergovernmental Revenue	0	0	0	0	0	8,600,000
Investment Income	2,878	2,304	2,206	2,108	2,010	5,515
<b>Total Revenue:</b>	2,878	2,304	2,206	2,108	2,010	38,920,515
<b>Operating Expenses</b>						
Advisor Fees	5,000	346	331	316	301	827
<b>Total Operating Expenses:</b>	5,000	346	331	316	301	827
<b>Project Expenses</b>						
	<b>Carryover</b>	<b>New Funding</b>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
79004 Local Drainage Problems	562,225	0	0	0	0	5,402,034
79005 Collector Drains	560,008	0	0	0	0	0
79006 AZDES SD Permit	423,184	160,925	160,925	160,925	160,925	804,625
T2944 51st Ave. SD, Northern - Olive	0	0	0	0	0	2,679,540
<b>Sub-Total - Existing Assets</b>	<i>1,545,417</i>	<i>160,925</i>	<i>160,925</i>	<i>160,925</i>	<i>160,925</i>	<i>8,886,199</i>
<b>New Assets</b>						
79001 Bethany Home SD, 58th - 51st	0	0	0	0	0	5,024,601
79007 Greenway SD, 59th - 67th	0	0	0	0	0	3,684,352
79013 Bethany Home SD, 79th-67th	0	0	0	0	0	10,832,548
T2910 Bethany Home SD, 67th-58th	0	0	0	0	0	8,261,956
T2940 Greenway SD, 51st-59th	0	0	0	0	0	3,666,089
T2945 59th Ave & Thunderbird Rd SD	0	0	0	0	0	1,762,050
<b>Sub-Total - New Assets</b>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>33,231,596</i>
<b>Total Project Expenses:</b>	1,545,417	160,925	160,925	160,925	160,925	42,117,795
<b>Total FY 2014 Funding:</b>	1,706,342					
<b>Estimated Ending Balance:</b>	\$3,835,177	\$3,676,211	\$3,517,161	\$3,358,027	\$3,198,811	\$704

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



**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$5,130	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$411,913	\$0	\$0	\$0	\$0	\$0	\$5,099,284
Finance Charges	\$19,821	\$0	\$0	\$0	\$0	\$0	\$131,757
Engineering Charges	\$98,615	\$0	\$0	\$0	\$0	\$0	\$120,000
Arts	\$26,746	\$0	\$0	\$0	\$0	\$0	\$50,993
<b>TOTAL</b>	<b>\$562,225</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,402,034</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$560,008	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$560,008</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$78,233	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$47,429	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$3,925	\$3,925	\$3,925	\$3,925	\$3,925	\$19,625
Miscellaneous/Other	\$297,522	\$157,000	\$157,000	\$157,000	\$157,000	\$157,000	\$785,000
<b>TOTAL</b>	<b>\$423,184</b>	<b>\$160,925</b>	<b>\$160,925</b>	<b>\$160,925</b>	<b>\$160,925</b>	<b>\$160,925</b>	<b>\$804,625</b>

**Operating Description:** O and M of storm water monitoring will be done by the United States Geological Survey agency through an IGA.



**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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$52,540
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,679,540</b>

**Operating Description:** The storm drain will not require O and M.

**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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$122,551
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,024,601</b>

**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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$89,862
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,684,352</b>

**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 2014-2023 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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	\$264,208
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,832,548</b>

**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%). The project will include storm drain pipe, catch basins, and appurtenances.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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	\$201,511
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,261,956</b>

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

**Project:** T2940 - Greenway 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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	\$71,884
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,666,089</b>

**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 DETAIL: 2180-Flood Control Construction** **Category: 20%**

**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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$34,550
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,762,050</b>

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

## DEVELOPMENT IMPACT FEE FUNDS

The development impact fees funds are used to account for financial resources to be used for the acquisition or construction of growth related capital projects. DIF revenue can be used to supplement the growth related portion of a capital project or fully cover the cost of a project that is 100% growth related. With the exception of the Open Space and Trails and General Government categories, the following funds show a combined fund balance of both the DIF program before and after the Senate Bill 1525 was signed into law. Beginning balances are based on DIF revenue that has been collected but not yet expended through a growth related project. Aspects of the DIF law will require the city to refund developers if development fees are not used ten years after collection. Additional development impact fees and interest increase the beginning fund balance while project expenses including carryover and transfers out, related to supplementing growth related portion of previous G.O. bond debt, reduce the balance.

As was discussed, due to the stagnated real estate market all projects requiring a G.O. bond issuance have been delayed. DIF revenue is typically used to supplement the growth related portion of new projects supported largely with other funding sources. With the exception of funding for the new DIF study and its updates, DIF funded projects are scarce. Staff will continue to evaluate options during FY 2014 to identify appropriate uses of DIF revenue that has been collected both before and after January 1, 2012.



**Project Name:** 79<sup>th</sup> Ave & Orangewood  
**Funding Source:** DIF  
**Fund #:** 1540  
**Project #:** 73104

Fund # - Name	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
1601+-Roadway Improvements	243,459	302,784	194,908	171,500	194,908	171,500	910,678
1520 - Citywide Open Space	261,363	-	92,115	-	-	-	83,739
1461+-Citywide Parks	1,890	-	2,350	-	2,350	-	5,140
1481+-Citywide Rec Facility	1,890	-	2,350	-	2,350	-	155,140
1541+-Park Dev Zone 1	41,522	81,190	2,350	-	2,350	-	5,140
1561+-Park Dev Zone 2	128,919	5,600	2,350	-	2,350	-	5,140
1581+-Park Dev Zone 3	38,585	6,000	2,350	-	2,350	-	5,140
1380 - Library Buildings	-	-	-	-	-	-	150,000
1501+-Libraries	9,572	200,000	214,073	200,000	214,703	200,000	530,769
1441+-Police Dept Facilities	8,116	-	11,584	-	11,584	-	25,329
1421+-Fire Protection Facilities	8,614	-	12,179	-	12,179	-	26,627
1620 - General Government	10,842	-	-	-	-	-	-
<b>Total DIF Funds</b>	<b>\$754,772</b>	<b>\$595,574</b>	<b>\$536,609</b>	<b>\$371,500</b>	<b>\$445,124</b>	<b>\$371,500</b>	<b>\$1,902,842</b>

## 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 had contributed \$1M per year to cover a portion of debt service associated with growth related HURF projects, FY 2013 was the last year this contribution was made.

Funding is set aside in FY 2014 to complete the DIF study that commenced during FY 2013 that will incorporate the 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 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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1601+-DIF-Roadway Improvements** **Category: DIF**

	<b>FY 2014:</b>	<b>FY 2015:</b>	<b>FY 2016:</b>	<b>FY 2017:</b>	<b>FY 2018:</b>	<b>FYs 19-23:</b>
<b>Estimated Beginning Balance:</b>	\$1,976,922	\$1,719,961	\$1,816,113	\$1,939,465	\$2,039,679	\$2,163,703
<b>Revenue</b>						
Development Impact Fees	282,068	284,888	287,737	287,737	287,737	1,424,442
Interest Income	7,214	6,171	7,115	7,385	7,786	44,839
<b>Total Revenue:</b>	289,282	291,060	294,852	295,122	295,524	1,469,281
<b>Project Expenses</b>						
	<b>Carrvoer</b>	<b>New Funding</b>				
<b>Existing Assets</b>						
<b>Improvement of Existing Assets</b>						
67802 Dev. Agree. - Arterials	65,110	0	0	0	0	0
<b>Replacement of Existing Assets</b>						
67809 DIF Update	18,832	0	23,408	0	23,408	51,178
<b>Sub-Total - Existing Assets</b>	83,942	0	23,408	0	23,408	51,178
<b>New Assets</b>						
67803 Dev. Agree. - Signals	159,517	302,784	171,500	171,500	171,500	859,500
<b>Sub-Total - New Assets</b>	159,517	302,784	171,500	171,500	171,500	859,500
<b>Total Project Expenses:</b>	243,459	302,784	194,908	171,500	194,908	910,678
<b>Total FY 2014 Funding:</b>	546,243					
<b>Estimated Ending Balance:</b>	\$1,719,961	\$1,816,113	\$1,939,465	\$2,039,679	\$2,163,703	\$2,722,306

**PROJECT DETAIL: 1601+-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 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$65,110	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$65,110</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**Project:** 67809 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the roadway improvements portion of the DIF study and updates.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$18,832	\$0	\$23,408	\$0	\$23,408	\$0	\$51,178
<b>TOTAL</b>	<b>\$18,832</b>	<b>\$0</b>	<b>\$23,408</b>	<b>\$0</b>	<b>\$23,408</b>	<b>\$0</b>	<b>\$51,178</b>

**Operating Description:** No additional O and M is needed.



**PROJECT DETAIL: 1601+-DIF-Roadway Improvements** **Category: DIF**

**Project:** 67803 - Dev. Agree. - Signals (N) **Funding Source:** Development Impact Fees

**Project Description:** Fees charged to developers are used to improve intersections that have experienced increased vehicular traffic generated by new development. This project provides for the installation or upgrades of traffic signals and Intelligent Transportation Systems equipment at various locations throughout the city.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Land	\$3,611	\$3,611	\$6,018	\$6,018	\$6,018	\$6,018	\$30,088
Design	\$6,319	\$6,319	\$10,531	\$10,531	\$10,531	\$10,531	\$52,654
Construction	\$139,155	\$82,538	\$137,563	\$137,563	\$137,563	\$137,563	\$687,814
Engineering Charges	\$2,804	\$2,688	\$4,479	\$4,479	\$4,479	\$4,479	\$22,396
Arts	\$825	\$825	\$1,376	\$1,376	\$1,376	\$1,376	\$6,878
Contingency	\$6,803	\$6,803	\$11,533	\$11,533	\$11,533	\$11,533	\$59,670
Miscellaneous/Other	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$159,517</b>	<b>\$302,784</b>	<b>\$171,500</b>	<b>\$171,500</b>	<b>\$171,500</b>	<b>\$171,500</b>	<b>\$859,500</b>

**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.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Utilities	\$11,457	\$11,801	\$12,155	\$12,519	\$12,895	\$70,513
Equip. Maint.	\$5,729	\$5,901	\$6,078	\$6,260	\$6,448	\$35,256
<b>TOTAL</b>	<b>\$17,186</b>	<b>\$17,702</b>	<b>\$18,233</b>	<b>\$18,779</b>	<b>\$19,343</b>	<b>\$105,769</b>

\*=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 has been carried over into FY 2014 to complete the DIF study that was started during FY 2013 that when finished 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



**FUND SUMMARY: 1520-DIF-Citywide Open Space** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$501,539	\$241,496	\$150,076	\$150,683	\$151,292	\$151,902
<b>Revenue</b>						
Interest Income	1,320	695	607	609	610	2,214
<b>Total Revenue:</b>	1,320	695	607	609	610	2,214
<b>Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<b>Improvement of Existing Assets</b>						
70452 Park Improvements - City Wide	33,128	0	0	0	0	0
70453 Discovery Park	134,966	0	43,977	0	0	36,648
70454 Pasadena Park	91,379	0	48,138	0	0	47,091
<b>Replacement of Existing Assets</b>						
70450 DIF Update	1,890	0	0	0	0	0
<b>Sub-Total - Existing Assets</b>	261,363	0	92,115	0	0	83,739
<b>Total Project Expenses:</b>	261,363	0	92,115	0	0	83,739
<b>Total FY 2014 Funding:</b>	261,363					
<b>Estimated Ending Balance:</b>	\$241,496	\$150,076	\$150,683	\$151,292	\$151,902	\$70,376

**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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Construction	\$33,128	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$33,128</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is needed.

**Project:** 70453 - Discovery Park (I) **Funding Source:** Development Impact Fees

**Project Description:** This project will create new amenities and infrastructure related to Discovery Park. 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Construction	\$116,142	\$0	\$36,142	\$0	\$0	\$0	\$30,118
Engineering Charges	\$7,667	\$0	\$4,364	\$0	\$0	\$0	\$3,636
Arts	\$1,163	\$0	\$361	\$0	\$0	\$0	\$301
Contingency	\$9,994	\$0	\$3,110	\$0	\$0	\$0	\$2,593
<b>TOTAL</b>	<b>\$134,966</b>	<b>\$0</b>	<b>\$43,977</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$36,648</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 1520-DIF-Citywide Open Space** **Category: DIF**

**Project:** 70454 - Pasadena Park (I) **Funding Source:** Development Impact Fees

**Project Description:** This project will create new amenities and infrastructure related to Pasadena Park. 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.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$78,633	\$0	\$39,584	\$0	\$0	\$0	\$38,724
Engineering Charges	\$5,189	\$0	\$4,750	\$0	\$0	\$0	\$4,647
Arts	\$787	\$0	\$396	\$0	\$0	\$0	\$387
Contingency	\$6,770	\$0	\$3,408	\$0	\$0	\$0	\$3,333
<b>TOTAL</b>	<b>\$91,379</b>	<b>\$0</b>	<b>\$48,138</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,091</b>

**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 2014 is carryover to complete a new DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014.

<u>Capital Costs:</u>	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$1,890	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,890</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is needed.

## 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 75<sup>th</sup> Avenue, south of Greenway Road.
- DIF Parks Dev Zone 2: Restricted to areas east of 75<sup>th</sup> 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 has been carried over into FY 2014 to complete the DIF study that was started during FY 2013 that when finished will incorporate new guidelines set forth by State Bill 1525. Being that Parks & Recreation continues to be an allowable category under the new legislation, funding is also set aside to update the study biennially.

Also in FY 2014, carryover funding will be used for: the completion of a neighborhood, joint-use park at 79<sup>th</sup> 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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1461+-DIF-Citywide Parks** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	<b>\$309,518</b>	<b>\$360,390</b>	<b>\$411,443</b>	<b>\$465,716</b>	<b>\$517,797</b>	<b>\$572,384</b>
<b>Revenue</b>						
Development Impact Fees	51,680	52,196	52,718	52,718	52,718	260,982
Interest Income	1,082	1,206	1,555	1,712	1,869	11,661
<b>Total Revenue:</b>	<b>52,762</b>	<b>53,403</b>	<b>54,273</b>	<b>54,430</b>	<b>54,587</b>	<b>272,644</b>
<b>Project Expenses</b>						
	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
72502 DIF Update	1,890	0	2,350	0	2,350	5,140
<i>Sub-Total - Existing Assets</i>	<i>1,890</i>	<i>0</i>	<i>2,350</i>	<i>0</i>	<i>2,350</i>	<i>5,140</i>
<b>Total Project Expenses:</b>	<b>1,890</b>	<b>0</b>	<b>2,350</b>	<b>0</b>	<b>2,350</b>	<b>5,140</b>
<b>Total FY 2014 Funding:</b>	<b>1,890</b>					
<b>Estimated Ending Balance:</b>	<b>\$360,390</b>	<b>\$411,443</b>	<b>\$465,716</b>	<b>\$517,797</b>	<b>\$572,384</b>	<b>\$839,887</b>

**PROJECT DETAIL: 1461+-DIF-Citywide Parks** **Category: DIF**

**Project:** 72502 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the citywide parks portion of the DIF study and updates.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Miscellaneous/Other	\$1,890	\$0	\$2,350	\$0	\$2,350	\$0	\$5,140
<b>TOTAL</b>	<b>\$1,890</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$5,140</b>

**Operating Description:** No additional O and M is needed.



**FUND SUMMARY: 1481+-DIF-Citywide Rec Facility** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	<b>\$1,062,148</b>	<b>\$906,326</b>	<b>\$749,457</b>	<b>\$593,848</b>	<b>\$435,048</b>	<b>\$278,559</b>
<b>Revenue</b>						
Development Impact Fees	51,680	52,196	52,718	52,718	52,718	260,982
Interest Income	3,684	2,997	2,648	1,883	1,168	3,375
<b>Total Revenue:</b>	<b>55,364</b>	<b>55,194</b>	<b>55,366</b>	<b>54,601</b>	<b>53,886</b>	<b>264,358</b>
<b>Operating Expenses</b>						
Transfer Out	209,296	209,713	210,975	211,051	210,375	209,589
<b>Total Operating Expenses:</b>	<b>209,296</b>	<b>209,713</b>	<b>210,975</b>	<b>211,051</b>	<b>210,375</b>	<b>209,589</b>
<b>Project Expenses</b>	<b>Carrvoer</b>	<b>New Funding</b>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
72801 DIF Update	1,890	0	2,350	0	2,350	0
<i>Sub-Total - Existing Assets</i>	<i>1,890</i>	<i>0</i>	<i>2,350</i>	<i>0</i>	<i>2,350</i>	<i>0</i>
<b>New Assets</b>						
T3301 *Western Area Development Study	0	0	0	0	0	150,000
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>150,000</i>
<b>Total Project Expenses:</b>	<b>1,890</b>	<b>0</b>	<b>2,350</b>	<b>0</b>	<b>2,350</b>	<b>155,140</b>
<b>Total FY 2014 Funding:</b>	<b>1,890</b>					
<b>Estimated Ending Balance:</b>	<b>\$906,326</b>	<b>\$749,457</b>	<b>\$593,848</b>	<b>\$435,048</b>	<b>\$278,559</b>	<b>\$178,188</b>

**PROJECT DETAIL: 1481+-DIF-Citywide Rec Facility** **Category: DIF**

**Project:** 72801 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the citywide recreation facilities portion of the DIF study and updates.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Miscellaneous/Other	\$1,890	\$0	\$2,350	\$0	\$2,350	\$0	\$5,140
<b>TOTAL</b>	<b>\$1,890</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$5,140</b>

**Operating Description:** No additional O and M is needed.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**PROJECT DETAIL: 1481+-DIF-Citywide Rec Facility** **Category: DIF**

**Project:** T3301\* - Western Area Development Study (N) **Funding Source:** Development Impact Fees

**Project Description:** The construction of the remaining phases of the Western Area Regional Park (WARP) and the new construction of the proposed Western Area Branch Library have been deferred until there are sufficient capital funds. In 2009, the design of a 33,500 sq ft library building was completed at a cost of \$1,167,991. By 2019 this design will be 10 years old and considerable re-design necessary. A portion of the WARP is for a 70,000 sq ft Family Recreation Center that was also removed from the CIP due to lack of funds. Because of substantial changes in the City's economics, demographics and legal changes in the use of DIF funding, it is recommended to conduct a new project study of the site. The study will determine the needs of the area and the feasibility of developing a joint use facility for Library and Recreation Services on the site. It is estimated that this new study will cost approximately \$300,000. Actual design work and construction costs will be additional.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

**Operating Description:** No additional O&M is required for this project.



**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**

**FUND SUMMARY: 1541+-DIF-Park Dev Zone 1** **Category: DIF**

	<b>FY 2014:</b>	<b>FY 2015:</b>	<b>FY 2016:</b>	<b>FY 2017:</b>	<b>FY 2018:</b>	<b>FYs 19-23:</b>
<b>Estimated Beginning Balance:</b>	\$174,355	\$82,432	\$111,030	\$142,424	\$171,558	\$203,132
<b>Revenue</b>						
Development Impact Fees	30,397	30,701	31,008	31,008	31,008	153,505
Interest Income	392	248	385	476	567	4,195
<b>Total Revenue:</b>	30,789	30,948	31,393	31,484	31,574	157,700
<b>Project Expenses</b>						
	<b>Carrvoer</b>	<b>New Funding</b>				
<b>Existing Assets</b>						
<b>Improvement of Existing Assets</b>						
73104 79th Ave & Orangewood	39,632	81,190	0	0	0	0
<b>Replacement of Existing Assets</b>						
73102 DIF Update	1,890	0	2,350	0	2,350	5,140
<b>Sub-Total - Existing Assets</b>	41,522	81,190	2,350	0	2,350	5,140
<b>Total Project Expenses:</b>	41,522	81,190	2,350	0	2,350	5,140
<b>Total FY 2014 Funding:</b>	122,712					
<b>Estimated Ending Balance:</b>	\$82,432	\$111,030	\$142,424	\$171,558	\$203,132	\$355,692

**PROJECT DETAIL: 1541+-DIF-Park Dev Zone 1** **Category: DIF**

**Project:** 73104 - 79th Ave & Orangewood (I) **Funding Source:** Development Impact Fees

**Project Description:** This phase will involve developing a two - acre portion of the remaining undeveloped 10-acre joint-use neighborhood park. The improvements will include a concrete pathway, ramada, and landscape. 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 for this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0
Construction	\$39,632	\$62,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$7,370	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$620	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$6,200	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$39,632</b>	<b>\$81,190</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is needed for this project. Ramada cleaning would simply be incorporated into the park maintenance routine.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**PROJECT DETAIL: 1541+-DIF-Park Dev Zone 1** **Category: DIF**

**Project:** 73102 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the neighborhood parks zone 1 portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$1,890	\$0	\$2,350	\$0	\$2,350	\$0	\$5,140
<b>TOTAL</b>	<b>\$1,890</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$5,140</b>

**Operating Description:** No additional O and M is needed.



**FUND SUMMARY: 1561+-DIF-Park Dev Zone 2** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$177,733	\$48,671	\$51,599	\$56,965	\$59,993	\$65,383
<b>Revenue</b>						
Development Impact Fees	5,066	5,117	5,168	5,168	5,168	25,584
Interest Income	391	161	198	210	222	1,301
<b>Total Revenue:</b>	5,457	5,278	5,366	5,378	5,390	26,885
<b>Project Expenses</b>						
	<u>Carrvoer</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Improvement of Existing Assets</i>						
73400 Park Improvements/Enhance	105,506	0	0	0	0	0
73404 Paseo Linear Park Additions	21,523	5,600	0	0	0	0
<i>Replacement of Existing Assets</i>						
73403 DIF Update	1,890	0	2,350	0	2,350	5,140
<b>Sub-Total - Existing Assets</b>	<i>128,919</i>	<i>5,600</i>	<i>2,350</i>	<i>0</i>	<i>2,350</i>	<i>5,140</i>
<b>Total Project Expenses:</b>	128,919	5,600	2,350	0	2,350	5,140
<b>Total FY 2014 Funding:</b>	134,519					
<b>Estimated Ending Balance:</b>	\$48,671	\$51,599	\$56,965	\$59,993	\$65,383	\$87,128

**PROJECT DETAIL: 1561+-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 expand asphalt trail surface system.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Construction	\$105,506	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$105,506</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Contingency	\$415	\$415	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$21,108	\$5,185	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$21,523</b>	<b>\$5,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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



**PROJECT DETAIL: 1561+-DIF-Park Dev Zone 2** **Category: DIF**

**Project:** 73403 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the neighborhood parks zone 2 portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$1,890	\$0	\$2,350	\$0	\$2,350	\$0	\$5,140
<b>TOTAL</b>	<b>\$1,890</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$5,140</b>

**Operating Description:** No additional O and M is needed.



**FUND SUMMARY: 1581+-DIF-Park Dev Zone 3** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$68,322	\$40,366	\$54,769	\$71,760	\$86,449	\$103,537
<b>Revenue</b>						
Development Impact Fees	16,465	16,630	16,796	16,796	16,796	83,148
Interest Income	164	123	195	243	292	2,189
<b>Total Revenue:</b>	16,629	16,753	16,991	17,039	17,088	85,338
<b>Project Expenses</b>						
	<u>Carrvoer</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<b>Improvement of Existing Assets</b>						
73704 Thunderbird Park Kiosks	36,695	6,000	0	0	0	0
<b>Replacement of Existing Assets</b>						
73702 DIF Update	1,890	0	2,350	0	2,350	5,140
<b>Sub-Total - Existing Assets</b>	38,585	6,000	2,350	0	2,350	5,140
<b>Total Project Expenses:</b>	38,585	6,000	2,350	0	2,350	5,140
<b>Total FY 2014 Funding:</b>	44,585					
<b>Estimated Ending Balance:</b>	\$40,366	\$54,769	\$71,760	\$86,449	\$103,537	\$183,735

**PROJECT DETAIL: 1581+-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 will require the construction of new trail heads and expansion of existing trail heads to mitigate overcrowding of trail access points. The improvements will require additional informational kiosks in the park. Kiosks provide trail users with information about trail difficulty, trail names, wildlife in the park, maintenance notifications and trail lengths and elevations.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Contingency	\$1,874	\$444	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$34,821	\$5,556	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$36,695</b>	<b>\$6,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**Project:** 73702 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the neighborhood parks zone 3 portion of the DIF study and updates.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$1,890	\$0	\$2,350	\$0	\$2,350	\$0	\$5,140
<b>TOTAL</b>	<b>\$1,890</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$2,350</b>	<b>\$0</b>	<b>\$5,140</b>

**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 has been carried over into FY 2014 to complete the DIF study that was started during FY 2013 that when finished will incorporate new guidelines set forth by State Bill 1525. Being that libraries continue 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. However, new restrictions prohibit the use of impact fees collected on or after this date for library materials. The construction of a western area library was recently removed from the capital plan and replaced with a project that will fund a study of western area development to help determine viable uses for library DIF revenue.

**Project Name:** Library Books – Pop. Growth  
**Funding Source:** DIF  
**Fund #:** 1500  
**Project #:** 74751





**FUND SUMMARY: 1380-DIF-Library Buildings** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$1,743,195	\$1,749,399	\$1,755,614	\$1,762,718	\$1,769,836	\$1,776,969
<b>Revenue</b>						
Interest Income	6,204	6,215	7,104	7,118	7,133	34,226
<b>Total Revenue:</b>	6,204	6,215	7,104	7,118	7,133	34,226
<b>Project Expenses</b>						
	<u>Carrlover</u>	<u>New Funding</u>				
<b>New Assets</b>						
T1151 *Western Area Development Study	0	0	0	0	0	150,000
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>150,000</i>
<b>Total Project Expenses:</b>	0	0	0	0	0	150,000
<b>Total FY 2014 Funding:</b>	0					
<b>Estimated Ending Balance:</b>	\$1,749,399	\$1,755,614	\$1,762,718	\$1,769,836	\$1,776,969	\$1,661,195

**PROJECT DETAIL: 1380-DIF-Library Buildings** **Category: DIF**

**Project:** T1151\* - Western Area Development Study (N) **Funding Source:** Development Impact Fees

**Project Description:**

The construction of the remaining phases of the Western Area Regional Park (WARP) and the new construction of the proposed Western Area Branch Library have been deferred until there are sufficient capital funds. In 2009, the design of a 33,500 sq ft library building was completed at a cost of \$1,167,991. By 2019 this design will be 10 years old and considerable re-design necessary. A portion of the WARP is for a 70,000 sq ft Family Recreation Center that was also removed from the CIP due to lack of funds. Because of substantial changes in the City's economics, demographics and legal changes in the use of DIF funding, it is recommended to conduct a new project study of the site. The study will determine the needs of the area and the feasibility of developing a joint use facility for Library and Recreation Services on the site. It is estimated that this new study will cost approximately \$300,000. Actual design work and construction costs will be additional.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1501+-DIF-Libraries** **Category: DIF**

	<b>FY 2014:</b>	<b>FY 2015:</b>	<b>FY 2016:</b>	<b>FY 2017:</b>	<b>FY 2018:</b>	<b>FYs 19-23:</b>
<b>Estimated Beginning Balance:</b>	\$3,033,269	\$2,933,288	\$2,829,290	\$2,741,269	\$2,638,012	\$2,548,926
<b>Revenue</b>						
Development Impact Fees	98,887	99,876	100,875	100,875	100,875	504,374
Interest Income	10,704	10,199	11,104	10,572	10,039	47,318
<b>Total Revenue:</b>	109,591	110,075	111,979	111,446	110,914	551,692
<b>Project Expenses</b>						
	<b>Carryover</b>	<b>New Funding</b>				
<b>Existing Assets</b>						
<b>Replacement of Existing Assets</b>						
74752 DIF Update	9,572	0	14,073	0	14,703	0
<b>Sub-Total - Existing Assets</b>	9,572	0	14,073	0	14,703	0
<b>New Assets</b>						
74751 Library Books - Pop. Growth	0	200,000	200,000	200,000	200,000	500,000
<b>Sub-Total - New Assets</b>	0	200,000	200,000	200,000	200,000	500,000
<b>Total Project Expenses:</b>	9,572	200,000	214,073	200,000	214,703	200,000
<b>Total FY 2014 Funding:</b>	209,572					
<b>Estimated Ending Balance:</b>	\$2,933,288	\$2,829,290	\$2,741,269	\$2,638,012	\$2,548,926	\$2,569,849

**PROJECT DETAIL: 1501+-DIF-Libraries** **Category: DIF**

**Project:** 74752 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the library portion of the DIF updates.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$9,572	\$0	\$14,073	\$0	\$14,703	\$0	\$30,769
<b>TOTAL</b>	<b>\$9,572</b>	<b>\$0</b>	<b>\$14,073</b>	<b>\$0</b>	<b>\$14,703</b>	<b>\$0</b>	<b>\$30,769</b>

**Operating Description:** No additional O and M is needed.

**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 using remaining DIF balance previously collected during the high-growth phase of Glendale.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$500,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$500,000</b>

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

## 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 has been carried over into FY 2014 to complete the DIF study that was started during FY 2013 that when finished will incorporate new guidelines set forth by State Bill 1525. Being that Public Safety 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 83<sup>rd</sup> 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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1441+-DIF-Police Dept Facilities** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$1,361,864	\$1,436,006	\$1,507,631	\$1,592,595	\$1,666,238	\$1,751,727
<b>Revenue</b>						
Development Impact Fees	75,281	76,034	76,795	76,795	76,795	380,171
Interest Income	6,977	7,175	8,170	8,432	8,695	47,281
<b>Total Revenue:</b>	82,258	83,209	84,964	85,227	85,489	427,452
<b>Project Expenses</b>						
	<u>Carryover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
77300 DIF Update	8,116	0	11,584	0	11,584	25,329
<i>Sub-Total - Existing Assets</i>	8,116	0	11,584	0	11,584	25,329
<b>Total Project Expenses:</b>	8,116	0	11,584	0	11,584	25,329
<b>Total FY 2014 Funding:</b>	8,116					
<b>Estimated Ending Balance:</b>	\$1,436,006	\$1,507,631	\$1,592,595	\$1,666,238	\$1,751,727	\$2,153,850

**PROJECT DETAIL: 1441+-DIF-Police Dept Facilities** **Category: DIF**

**Project:** 77300 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the police facilities portion of the DIF study and updates.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Miscellaneous/Other	\$8,116	\$0	\$11,584	\$0	\$11,584	\$0	\$25,329
<b>TOTAL</b>	<b>\$8,116</b>	<b>\$0</b>	<b>\$11,584</b>	<b>\$0</b>	<b>\$11,584</b>	<b>\$0</b>	<b>\$25,329</b>

**Operating Description:** No additional O and M is needed.



**FUND SUMMARY: 1421+-DIF-Fire Protection Facilities** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$225,455	\$311,621	\$395,412	\$492,825	\$578,369	\$676,403
<b>Revenue</b>						
Development Impact Fees	93,990	94,929	95,879	95,879	95,879	474,647
Interest Income	790	1,040	1,535	1,845	2,155	15,429
<b>Total Revenue:</b>	94,780	95,970	97,413	97,723	98,033	490,077
<b>Project Expenses</b>						
	<u>Carrvover</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
77001 DIF Update	8,614	0	12,179	0	12,179	26,627
<i>Sub-Total - Existing Assets</i>	8,614	0	12,179	0	12,179	26,627
<b>Total Project Expenses:</b>	8,614	0	12,179	0	12,179	26,627
<b>Total FY 2014 Funding:</b>	8,614					
<b>Estimated Ending Balance:</b>	\$311,621	\$395,412	\$492,825	\$578,369	\$676,403	\$1,139,852

**PROJECT DETAIL: 1421+-DIF-Fire Protection Facilities** **Category: DIF**

**Project:** 77001 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** All cities that will continue to charge development impact fees are required to adopt fees that comply with new legislation prior to July 1, 2014. The City of Glendale expects to adopt new fees in early FY 2014. Funding in the following years is needed to update the study biennially. This is the fire facilities portion of the DIF study and updates.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Miscellaneous/Other	\$8,614	\$0	\$12,179	\$0	\$12,179	\$0	\$26,627
<b>TOTAL</b>	<b>\$8,614</b>	<b>\$0</b>	<b>\$12,179</b>	<b>\$0</b>	<b>\$12,179</b>	<b>\$0</b>	<b>\$26,627</b>

**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 has been carried over into FY 2014 to complete the DIF study that was started during FY 2013 that when finished 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 previously collected 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.



**FUND SUMMARY: 1620-DIF-General Government** **Category: DIF**

	<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Estimated Beginning Balance:</b>	\$171,098	\$160,751	\$161,231	\$161,791	\$162,353	\$162,916
<b>Revenue</b>						
Interest Income	495	480	561	562	563	2,819
<b>Total Revenue:</b>	495	480	561	562	563	2,819
<b>Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>				
<b>Existing Assets</b>						
<i>Replacement of Existing Assets</i>						
77753 DIF Update	10,842	0	0	0	0	0
<i>Sub-Total - Existing Assets</i>	<i>10,842</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<b>Total Project Expenses:</b>	10,842	0	0	0	0	0
<b>Total FY 2014 Funding:</b>	10,842					
<b>Estimated Ending Balance:</b>	\$160,751	\$161,231	\$161,791	\$162,353	\$162,916	\$165,735

**PROJECT DETAIL: 1620-DIF-General Government** **Category: DIF**

**Project:** 77753 - DIF Update (R) **Funding Source:** Development Impact Fees

**Project Description:** Funding in FY 2014 is carryover to complete a new DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Miscellaneous/Other	\$10,842	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$10,842</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is needed.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

## ENTERPRISE AND OTHER FUNDS

This category of funds captures the capital expenses for the enterprise funds (water/sewer, landfill and sanitation), the designated sales tax fund for the GO transportation capital program, HURF capital fund, the funds designated for airport, transportation and other capital grants from federal, state and county government agencies, and a few other funds set up for specific purposes such as 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.

<b>Fund # - Name</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
2360 - Water & Sewer	-	9,293,213	3,835,370	3,173,056	1,808,284	579,637	29,835,837
2400 - Water	-	5,254,458	9,781,402	6,001,200	9,345,653	-	72,467,687
2420 - Sewer	-	3,013,364	9,254,745	12,573,014	9,052,581	2,548,272	51,731,804
2210 - Transportation Construction	29,008,185	8,802,003	8,389,389	4,081,553	3,307,627	3,248,882	96,139,299
2000 - HURF/Street Bonds	-	-	-	-	-	-	12,076,659
1650 - Transportation Grants	5,218,296	2,486,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480 - Sanitation	1,115,000	1,167,200	2,888,000	4,356,920	3,932,445	2,210,455	12,444,365
2440 - Landfill	1,861,501	9,357,064	8,221,946	14,198,592	1,520,754	6,136,310	3,530,224
2120 - Airport Capital Grants	9,798,712	2,855,557	540,000	4,466,028	3,343,550	2,197,190	-
1840 - Other Federal/State Grants	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000 - General Fund	90,270	600,000	100,000	100,000	100,000	100,000	1,030,471
1283 - Camelback Ranch Events	198,068	280,980	250,000	250,000	250,000	250,000	1,250,000
1740 - Civic Center	-	50,000	50,000	50,000	50,000	50,000	4,145,734
2150 - Technology Infrastructure	-	-	-	-	-	-	24,765,625
1220 - Arts Commission	-	150,000	150,000	150,000	150,000	150,000	750,000
<b>Total Enterprise &amp; Other Funds</b>	<b>\$47,290,032</b>	<b>\$45,309,839</b>	<b>\$47,460,852</b>	<b>\$53,400,363</b>	<b>\$36,860,894</b>	<b>\$21,470,746</b>	<b>\$330,167,705</b>

## WATER & SEWER ENTERPRISE FUNDS

Water and sewer capital projects account for the largest portion of the ten-year capital improvement plan. These projects will be funded from water/sewer fund revenues. The FY 2014-2023 budget reflects recommendations from the Red Oak rate study completed in 2013.

The combined Water/Sewer Fund (2360) reflects new funding in FY 2014 for upgrades at the Arrowhead Water Reclamation Facility to ensure regulatory requirements are met.

FY 2014 for the Water Fund (2400) most notably reflects new funding for rehabilitation of well sites citywide and the acquisition of a 100 year lease of water rights to assure sufficient water supply and minimize drought impact for Glendale's water system users.

In FY 2014, the Sewer Fund (2420) projects include new funding the rehabilitation, where needed, of manhole covers citywide and upgrades for a sewage lift station at 55<sup>th</sup> and Sweetwater Avenues.



**Project Name:** Oasis Water Campus  
**Funding Source:** Revenue Bond  
**Fund #:** 2400  
**Project #:** 61003

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 2360-Water & Sewer** **Category: Revenue**

	<u>FY 2014:</u>		<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrvover</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
60007 Arrwhd Wtr Reclam Fac Imps	0	7,373,272	3,835,370	1,741,356	1,808,284	0	18,439,099
60008 WAWRF Phase IV	0	318,271	0	0	0	0	6,818,020
<i>Replacement of Existing Assets</i>							
60001 Water Quality Instruments	0	0	0	350,000	0	0	335,000
60012 WAWRF Fine Screen Replacement	0	752,950	0	0	0	0	0
60013 Radio Phase IV Equipment	0	848,720	0	0	0	0	983,000
T2280 WAWRF Odor Control Replacement	0	0	0	1,081,700	0	0	0
T2283 Computerized Maint. Mgmt Sys.	0	0	0	0	0	579,637	3,260,718
<b>Sub-Total - Existing Assets</b>	<b>0</b>	<b>9,293,213</b>	<b>3,835,370</b>	<b>3,173,056</b>	<b>1,808,284</b>	<b>579,637</b>	<b>29,835,837</b>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$9,293,213</b>	<b>\$3,835,370</b>	<b>\$3,173,056</b>	<b>\$1,808,284</b>	<b>\$579,637</b>	<b>\$29,835,837</b>
<b>Total FY 2014 Funding:</b>		<b>\$9,293,213</b>					

**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$1,055,000	\$300,000	\$320,000	\$320,000	\$0	\$3,200,000
Construction	\$0	\$5,580,000	\$3,100,000	\$1,250,000	\$1,300,000	\$0	\$14,600,000
Finance Charges	\$0	\$99,525	\$51,000	\$23,550	\$24,300	\$0	\$267,000
Engineering Charges	\$0	\$26,091	\$13,370	\$6,174	\$6,370	\$0	\$69,995
Arts	\$0	\$55,800	\$31,000	\$12,500	\$13,000	\$0	\$146,000
Contingency	\$0	\$556,856	\$340,000	\$129,132	\$144,614	\$0	\$156,104
<b>TOTAL</b>	<b>\$0</b>	<b>\$7,373,272</b>	<b>\$3,835,370</b>	<b>\$1,741,356</b>	<b>\$1,808,284</b>	<b>\$0</b>	<b>\$18,439,099</b>

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



**PROJECT DETAIL: 2360-Water & Sewer** **Category: Revenue**

**Project:** 60008 - WAWRF Phase IV (I) **Funding Source:** Water & Sewer Revenues

**Project Description:** This project will include design and construction of treatment system improvements and expansion at the WAWRF.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$60,000	\$0	\$0	\$0	\$0	\$5,000,000
Construction	\$0	\$220,000	\$0	\$0	\$0	\$0	\$1,500,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Engineering Charges	\$0	\$3,820	\$0	\$0	\$0	\$0	\$88,680
Arts	\$0	\$2,200	\$0	\$0	\$0	\$0	\$15,000
Contingency	\$0	\$32,251	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$114,340
<b>TOTAL</b>	<b>\$0</b>	<b>\$318,271</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,818,020</b>

**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 (1) chemicals of \$200,000, (2) utilities of \$391,432, and (3) equipment maintenance \$86,115. No new telephones, PCs or vehicles will be required. A supplemental will be submitted once the project is near completion.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Staffing	\$0	\$0	\$0	\$0	\$0	\$865,692
Utilities	\$0	\$0	\$0	\$0	\$0	\$391,432
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$86,115
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,343,239</b>

**Project:** 60001 - Water Quality Instruments (R) **Funding Source:** Water & Sewer Revenues

**Project Description:** This project reflects a replacement program for the major analytical instrumentation at the city's water quality laboratory. Highly sensitive and precise analytical instrumentation is required for the regulatory analysis of the city's water.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$0	\$0	\$0	\$350,000	\$0	\$0	\$335,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$335,000</b>

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

**Project:** 60012 - 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$580,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$29,400	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$5,800	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$87,750	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$752,950</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2360-Water & Sewer** **Category: Revenue**

**Project:** 60013 - 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$0	\$749,000	\$0	\$0	\$0	\$0	\$868,000
Engineering Charges	\$0	\$26,964	\$0	\$0	\$0	\$0	\$31,248
Arts	\$0	\$7,490	\$0	\$0	\$0	\$0	\$8,680
Contingency	\$0	\$65,266	\$0	\$0	\$0	\$0	\$75,072
<b>TOTAL</b>	<b>\$0</b>	<b>\$848,720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$983,000</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$839,000	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$0	\$40,377	\$0	\$0	\$0
Arts	\$0	\$0	\$0	\$8,390	\$0	\$0	\$0
Contingency	\$0	\$0	\$0	\$93,933	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,081,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**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.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$45,330
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	\$313,181
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$579,637</b>	<b>\$3,260,718</b>

**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.



**FUND SUMMARY: 2400-Water** **Category: Revenue**

	<u>FY 2014:</u>		<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrvover</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
61023 Water System Security	0	0	0	0	0	0	3,009,012
61024 Cholla Water Plant Process Imp	0	500,000	0	0	0	0	0
61036 Zn4 Groundwater Trtment Plant	0	0	0	0	0	0	22,168,476
61045 Thunderbird Reservoir Misc. Im	0	240,000	0	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	0	0	301,200	301,200	300,200	0	0
61012 Citywide Irrigation System	0	0	200,000	200,000	200,000	0	200,000
61013 Water Line Replacement	0	0	2,000,000	3,500,000	3,500,000	0	14,000,000
61015 Outer Loop Effluent Line	0	0	0	0	1,600,000	0	2,600,000
61048 City Wide Well Rehab	0	800,000	0	0	0	0	0
<b>Sub-Total - Existing Assets</b>	<b>0</b>	<b>1,540,000</b>	<b>2,501,200</b>	<b>4,001,200</b>	<b>5,600,200</b>	<b>0</b>	<b>60,856,933</b>
<b>New Assets</b>							
61009 Drinking Water Well Head Trmt	0	0	0	0	0	0	1,775,000
61019 Storage and Recovery Well	0	0	0	0	745,453	0	4,005,475
61027 Water Line Extension	0	0	1,000,000	2,000,000	3,000,000	0	1,500,000
61038 Loop 101 Water Treatment Plant	0	0	0	0	0	0	3,053,050
61043 Pyamid Peak WTP Process Imp.	0	100,000	0	0	0	0	0
61044 New River Waterline Crossing	0	0	0	0	0	0	1,277,229
61049 Zone 3 Water Supply Imp.	0	417,128	3,082,872	0	0	0	0
61050 Additional Water Supply	0	3,197,330	3,197,330	0	0	0	0
<b>Sub-Total - New Assets</b>	<b>0</b>	<b>3,714,458</b>	<b>7,280,202</b>	<b>2,000,000</b>	<b>3,745,453</b>	<b>0</b>	<b>11,610,754</b>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$5,254,458</b>	<b>\$9,781,402</b>	<b>\$6,001,200</b>	<b>\$9,345,653</b>	<b>\$0</b>	<b>\$72,467,687</b>
<b>Total FY 2014 Funding:</b>		<b>\$5,254,458</b>					

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,190,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$39,600
Engineering Charges	\$0	\$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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,009,012</b>

**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$364,700	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$20,810	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$3,647	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$50,843	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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



**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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$1,900,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$17,900,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$297,000
Engineering Charges	\$0	\$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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,168,476</b>

**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. 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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Staffing	\$0	\$0	\$0	\$0	\$0	\$298,290
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$460,520</b>

**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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Design	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$29,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**FY 2014-2023 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,344,653</b>

**Operating Description:** Based on a start date of 7/1/2020 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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$76,028
Utilities	\$0	\$0	\$0	\$0	\$0	\$57,021
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$133,049</b>

**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 the Thunderbird Reservoir and Zone 4 Reservoirs. 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 Century Link. 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>

**Operating Description:** A supplemental budget request will be submitted once the project is near completion.



**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, which is currently not in use, 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>

**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 train improvements. The original equipment will be over 20 years old and will be nearing the end of its useful life.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,109,792</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$0	\$0	\$262,000	\$262,000	\$262,000	\$0	\$0
Engineering Charges	\$0	\$0	\$13,200	\$13,200	\$13,200	\$0	\$0
Arts	\$0	\$0	\$2,620	\$2,620	\$2,620	\$0	\$0
Contingency	\$0	\$0	\$23,380	\$23,380	\$22,380	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$301,200</b>	<b>\$301,200</b>	<b>\$300,200</b>	<b>\$0</b>	<b>\$0</b>

**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 2014-2023 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 structures in the city owned portion of the flood irrigation system will be rehabilitated or replaced.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$0	\$200,000	\$200,000	\$200,000	\$0	\$200,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$200,000	\$330,000	\$330,000	\$0	\$2,300,000
Construction	\$0	\$0	\$1,550,800	\$2,730,000	\$2,730,000	\$0	\$10,000,000
Finance Charges	\$0	\$0	\$26,262	\$45,900	\$45,900	\$0	\$184,500
Engineering Charges	\$0	\$0	\$9,744	\$17,030	\$17,030	\$0	\$68,453
Arts	\$0	\$0	\$15,508	\$27,300	\$27,300	\$0	\$100,000
Contingency	\$0	\$0	\$197,686	\$349,770	\$349,770	\$0	\$1,347,047
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$3,500,000</b>	<b>\$3,500,000</b>	<b>\$0</b>	<b>\$14,000,000</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$300,000	\$0	\$300,000
Construction	\$0	\$0	\$0	\$0	\$1,100,000	\$0	\$1,970,000
Finance Charges	\$0	\$0	\$0	\$0	\$21,000	\$0	\$34,050
Engineering Charges	\$0	\$0	\$0	\$0	\$25,900	\$0	\$41,995
Arts	\$0	\$0	\$0	\$0	\$11,000	\$0	\$19,700
Contingency	\$0	\$0	\$0	\$0	\$142,100	\$0	\$234,255
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$2,600,000</b>

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



**PROJECT DETAIL: 2400-Water** **Category: Revenue**

**Project:** 61048 - City Wide Well Rehab (R) **Funding Source:** Water & Sewer Revenues

**Project Description:** This project is to rehabilitate or replace the existing city wells to maintain high water quality and meet the demand within the water distribution system.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$240,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$12,600	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$24,704	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$4,500	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$68,196	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,775,000</b>

**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 2014-2023 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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Design	\$0	\$0	\$0	\$0	\$500,000	\$0	\$500,000
Construction	\$0	\$0	\$0	\$0	\$148,000	\$0	\$3,300,000
Finance Charges	\$0	\$0	\$0	\$0	\$9,720	\$0	\$57,000
Engineering Charges	\$0	\$0	\$0	\$0	\$11,988	\$0	\$70,300
Arts	\$0	\$0	\$0	\$0	\$1,480	\$0	\$33,000
Contingency	\$0	\$0	\$0	\$0	\$74,265	\$0	\$45,175
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$745,453</b>	<b>\$0</b>	<b>\$4,005,475</b>

**Operating Description:** O and M projected start date January 2, 2019. Ongoing O and M before inflationary increases \$68,870, 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.

<u>Operating Costs:</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,870</b>

**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.

<u>Capital Costs:</u>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Design	\$0	\$0	\$0	\$900,000	\$400,000	\$0	\$400,000
Construction	\$0	\$0	\$875,000	\$860,000	\$2,000,000	\$0	\$915,000
Finance Charges	\$0	\$0	\$13,125	\$26,400	\$36,000	\$0	\$19,725
Engineering Charges	\$0	\$0	\$12,746	\$25,638	\$34,961	\$0	\$19,156
Arts	\$0	\$0	\$8,750	\$8,600	\$20,000	\$0	\$9,150
Contingency	\$0	\$0	\$90,379	\$179,362	\$509,039	\$0	\$136,969
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$2,000,000</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$1,500,000</b>

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



**PROJECT DETAIL: 2400-Water** **Category: Revenue**

**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 design and construction of the new plant has been deferred beyond FY 2022 due to reduced growth estimates.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$2,290,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$40,050
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$55,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$22,900
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$365,100
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,053,050</b>

**Operating Description:** A supplemental will be submitted once the project is completed.

**Project:** 61043 - Pyramid Peak WTP Process Imp. (N) **Funding Source:** Water & Sewer Revenues

**Project Description:** This project will include process improvements study and evaluation at the Pyramid Peak Water Treatment Plant.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$82,400	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$9,064	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$8,536	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$198,000
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$887,454
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$16,282
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$8,875
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$123,618
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,277,229</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2400-Water** **Category: Revenue**

**Project:** 61049 - Zone 3 Water Supply Imp. (N) **Funding Source:** Water & Sewer Revenues

**Project Description:** The existing water supply and distribution system within Zone 2 and Zone 3 will be improved to provide redundant water supply for Zone 3 in the event Pyramid Peak Water Treatment Plant is offline or at reduced capacity.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$368,000	\$368,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$2,300,000	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$5,520	\$40,020	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$6,808	\$49,358	\$0	\$0	\$0	\$0
Arts	\$0	\$0	\$23,000	\$0	\$0	\$0	\$0
Contingency	\$0	\$36,800	\$302,494	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$417,128</b>	<b>\$3,082,872</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:**

**Project:** 61050 - 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$47,330	\$47,330	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$3,150,000	\$3,150,000	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$3,197,330</b>	<b>\$3,197,330</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Supplies/Contr	\$0	\$335,546	\$345,612	\$355,981	\$366,660	\$2,005,050
<b>TOTAL</b>	<b>\$0</b>	<b>\$335,546</b>	<b>\$345,612</b>	<b>\$355,981</b>	<b>\$366,660</b>	<b>\$2,005,050</b>



**FUND SUMMARY: 2420-Sewer** **Category: Revenue**

	FY 2014:		FY 2015:	FY 2016:	FY 2017:	FY 2018:	FYs 19-23:
Capital Project Expenses	Carrvoer	New Funding					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
63006 Arrowhead Sewer Lines	0	0	1,719,575	2,035,490	0	0	0
63007 Sewer 99th Ave. W. Water Meter	0	0	0	0	0	0	5,389,952
63010 91st Ave. Construction	0	500,000	1,077,500	2,800,000	1,015,000	0	4,060,000
63020 Security Enhance Wastewtr Ops	0	0	0	0	0	0	8,756,702
<i>Replacement of Existing Assets</i>							
63003 99th Ave Interceptor Line	0	392,000	1,431,034	2,100,000	2,100,000	0	0
63016 Sewer Line Replacement	0	0	3,435,272	3,503,190	3,503,190	0	14,006,697
63021 Sweetwater & 55th Ave SLS	0	1,600,000	0	0	0	0	0
63024 Citywide Manhole Rehab	0	521,364	521,364	521,364	0	0	0
<b>Sub-Total - Existing Assets</b>	<b>0</b>	<b>3,013,364</b>	<b>8,184,745</b>	<b>10,960,044</b>	<b>6,618,190</b>	<b>0</b>	<b>32,213,351</b>
<b>New Assets</b>							
63000 67th-115th, Northern-C'Back	0	0	0	0	0	0	11,887,985
63008 Sewers for Areas on Septic Sys	0	0	200,000	0	0	0	0
63015 CMOM Implementation	0	0	100,000	0	0	0	0
63017 Sewer Line Extension	0	0	0	0	0	0	1,600,000
63023 City Wide Sewer Odor Control	0	0	770,000	1,112,000	0	0	0
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	500,970	2,434,391	2,548,272	0
<b>Sub-Total - New Assets</b>	<b>0</b>	<b>0</b>	<b>1,070,000</b>	<b>1,612,970</b>	<b>2,434,391</b>	<b>2,548,272</b>	<b>19,518,453</b>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$3,013,364</b>	<b>\$9,254,745</b>	<b>\$12,573,014</b>	<b>\$9,052,581</b>	<b>\$2,548,272</b>	<b>\$51,731,804</b>
<b>Total FY 2014 Funding:</b>		<b>\$3,013,364</b>					

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$350,000	\$480,000	\$0	\$0	\$0
Construction	\$0	\$0	\$1,158,000	\$1,300,000	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$22,620	\$26,700	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$27,898	\$32,930	\$0	\$0	\$0
Arts	\$0	\$0	\$11,580	\$13,000	\$0	\$0	\$0
Contingency	\$0	\$0	\$149,477	\$182,860	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,719,575</b>	<b>\$2,035,490</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2420-Sewer** **Category: Revenue**

**Project:** 63007 - Sewer 99th Ave. W. Water Meter (I) **Funding Source:** Water & Sewer Revenues

**Project Description:** The existing meter station, GL03, is located within 99th Avenue and relocation will improve operational access. 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,389,952</b>

**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, 2022. A supplemental budget request will be submitted once the project is near completion.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Utilities	\$0	\$0	\$0	\$0	\$0	\$20,934
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$104,658
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$125,592</b>

**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$0	\$500,000	\$1,077,500	\$2,800,000	\$1,015,000	\$0	\$4,060,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$1,077,500</b>	<b>\$2,800,000</b>	<b>\$1,015,000</b>	<b>\$0</b>	<b>\$4,060,000</b>

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



**PROJECT DETAIL: 2420-Sewer**

**Category: Revenue**

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,756,702</b>

**Operating Description:**

No additional O and M is needed.

**Project:** 63003 - 99th Ave Interceptor Line (R)

**Funding Source:** Water & Sewer Revenues

**Project Description:**

The Sewer Condition Assessment Study conducted by Project Engineering Consultants 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$392,000	\$1,431,034	\$2,100,000	\$2,100,000	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$392,000</b>	<b>\$1,431,034</b>	<b>\$2,100,000</b>	<b>\$2,100,000</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$290,000	\$300,000	\$300,000	\$0	\$700,000
Construction	\$0	\$0	\$2,610,000	\$2,700,000	\$2,700,000	\$0	\$10,300,000
Finance Charges	\$0	\$0	\$43,500	\$45,000	\$45,000	\$0	\$165,000
Engineering Charges	\$0	\$0	\$15,586	\$16,123	\$16,123	\$0	\$59,119
Arts	\$0	\$0	\$26,100	\$27,000	\$27,000	\$0	\$103,000
Contingency	\$0	\$0	\$450,086	\$415,067	\$415,067	\$0	\$2,679,578
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,435,272</b>	<b>\$3,503,190</b>	<b>\$3,503,190</b>	<b>\$0</b>	<b>\$14,006,697</b>

**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 2014-2023 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$21,000	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$38,500	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$12,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$128,500	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$0	\$500,000	\$500,000	\$500,000	\$0	\$0	\$0
Engineering Charges	\$0	\$16,364	\$16,364	\$16,364	\$0	\$0	\$0
Arts	\$0	\$5,000	\$5,000	\$5,000	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$521,364</b>	<b>\$521,364</b>	<b>\$521,364</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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	\$159,600
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	\$887,385
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,887,985</b>

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



**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0
Construction	\$0	\$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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$82,900	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$9,119	\$0	\$0	\$0	\$0
Contingency	\$0	\$0	\$7,981	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 as needed. These extensions will transfer wastewater from new developments.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$1,400,000
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$21,000
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	\$114,600
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600,000</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2420-Sewer** **Category: Revenue**

**Project:** 63023 - City Wide Sewer Odor Control (N) **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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$575,000	\$975,000	\$0	\$0	\$0
Finance Charges	\$0	\$0	\$0	\$14,625	\$0	\$0	\$0
Engineering Charges	\$0	\$0	\$18,563	\$26,813	\$0	\$0	\$0
Arts	\$0	\$0	\$5,750	\$9,750	\$0	\$0	\$0
Contingency	\$0	\$0	\$70,687	\$85,812	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$770,000</b>	<b>\$1,112,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,911,877</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,118,591</b>

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



**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$0	\$0	\$460,000	\$220,000	\$220,000	\$0
Construction	\$0	\$0	\$0	\$0	\$1,920,000	\$2,000,000	\$0
Finance Charges	\$0	\$0	\$0	\$0	\$32,100	\$33,300	\$0
Engineering Charges	\$0	\$0	\$0	\$8,510	\$39,590	\$41,070	\$0
Arts	\$0	\$0	\$0	\$0	\$19,200	\$20,000	\$0
Contingency	\$0	\$0	\$0	\$32,460	\$203,501	\$233,902	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,970</b>	<b>\$2,434,391</b>	<b>\$2,548,272</b>	<b>\$0</b>

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

## 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) 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 2014 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 99<sup>th</sup> Avenue from Camelback Road to Northern Avenue as property develops and a street widening project on 67<sup>th</sup> Avenue between Glendale Avenue and Frier Drive. A planned HURF revenue bond sale in FY 2015 could enable additional pavement management projects to be introduced into the first five years of the HURF capital plan.

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 2014 included grant funding for the design of the transit center at Arrowhead and Grand Avenue infrastructure improvements. There are two new grant projects the city plans to be awarded from the federal Safe Route to School Program during FY 2014 that will improve pedestrian safety.



**Project Name:** 63<sup>rd</sup> Ave @ Loop 101-Bike Overpass  
**Funding Source:** Transportation Half-Cent Sales Tax  
**Fund #:** 2210  
**Project #:** 65054



**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**

**FUND SUMMARY: 2210-Transportation Construction** **Category: Transportation**

Capital Project Expenses	FY 2014:		FY 2015:	FY 2016:	FY 2017:	FY 2018:	FYs 19-23:
	Carrvoer	New Funding					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
65005 Smart Traffic Signals	2,005,276	0	0	0	0	0	0
65006 Bus Pullouts	0	0	0	0	0	0	1,835,717
65007 Grand Ave Access Enhancements	1,760,392	0	0	0	0	0	0
65008 Intersection Improvements	1,093,920	0	0	0	0	0	0
65013 Bus Stops and Shelters	199,593	108,210	110,429	112,858	115,454	118,225	638,703
65016 Northern Ave Super Street	7,419,119	5,201,889	5,308,528	575,805	0	0	0
65022 PE & Oversight for Transp. Pkg	1,466,907	509,250	259,845	265,561	271,669	278,190	1,502,903
65072 Expanded Safety Program	1,031,623	108,368	110,589	113,022	115,621	118,396	639,629
65078 Airport Matching Funds	653,405	403,160	75,711	413,655	296,552	213,521	0
65086 51st Avenue HES Projects	173,024	0	0	0	0	0	0
65088 Downtown Alley Improvements	62,635	0	0	0	0	0	0
65089 Pavement Management	2,182,034	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	139,201	0	0	0	0	0	0
65094 *Myrtle Avenue Improvements	0	92,254	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
65004 Buses/Vans	300,000	143,964	191,110	237,724	286,132	293,000	1,547,244
65014 Transit Support Capital	152,929	0	119,443	142,636	167,811	171,839	928,347
65083 Speed Cushions	182,680	156,575	161,735	167,145	0	0	0
<b>Sub-Total - Existing Assets</b>	<b>18,822,738</b>	<b>8,723,670</b>	<b>8,337,390</b>	<b>4,028,406</b>	<b>3,253,239</b>	<b>3,193,171</b>	<b>17,092,543</b>
<b>New Assets</b>							
65017 Rail System	2,470,913	50,928	51,999	53,147	54,388	55,711	79,046,756
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	2,390,764	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	1,001,744	0	0	0	0	0	0
65091 Airport RPZ Acquisition	702,271	0	0	0	0	0	0
65095 *67th Avenue at Missouri Avenue	0	27,405	0	0	0	0	0
<b>Sub-Total - New Assets</b>	<b>10,185,447</b>	<b>78,333</b>	<b>51,999</b>	<b>53,147</b>	<b>54,388</b>	<b>55,711</b>	<b>79,046,756</b>
<b>Total Project Expenses:</b>	<b>\$29,008,185</b>	<b>\$8,802,003</b>	<b>\$8,389,389</b>	<b>\$4,081,553</b>	<b>\$3,307,627</b>	<b>\$3,248,882</b>	<b>\$96,139,299</b>
<b>Total FY 2014 Funding:</b>		<b>\$37,810,188</b>					

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**PROJECT DETAIL: 2210-Transportation Construction Category: Transportation**

**Project: 65005 - Smart Traffic Signals (I) Funding Source: Half Cent Sales Tax**

**Project Description:** These funds provide local match for four approved and two potential federally funded Intelligent Transportation Systems (ITS) projects. These funds also provide for design of three future ITS projects. Overall, 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$1,877,822	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,912	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$6,373	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$119,169	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,005,276</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 new bus routes and extensions of existing bus routes.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$275,358
Design	\$0	\$0	\$0	\$0	\$0	\$0	\$275,358
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$965,587
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$27,536
Engineering Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$43,000
Arts	\$0	\$0	\$0	\$0	\$0	\$0	\$9,656
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$146,857
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$92,365
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,835,717</b>

**Operating Description:** No additional O and M is needed.



**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 between 43rd and 71st avenues and includes beautification and sidewalks.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Land	\$399,293	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$900,234	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$460,865	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,760,392</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Landscape	\$24,665	\$25,405	\$26,167	\$26,952	\$27,761	\$151,807
<b>TOTAL</b>	<b>\$24,665</b>	<b>\$25,405</b>	<b>\$26,167</b>	<b>\$26,952</b>	<b>\$27,761</b>	<b>\$151,807</b>

**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. This project will also provide match funds for other Glendale Transportation projects with federal funds.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$1,093,920	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,093,920</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$2,451	\$10,821	\$11,043	\$11,286	\$11,545	\$11,822	\$63,870
Construction	\$182,679	\$86,027	\$87,791	\$89,722	\$91,786	\$93,989	\$507,769
Finance Charges	\$1,643	\$1,623	\$1,656	\$1,693	\$1,732	\$1,773	\$9,581
Engineering Charges	\$3,852	\$3,865	\$3,944	\$4,031	\$4,124	\$4,223	\$22,813
Arts	\$856	\$860	\$878	\$897	\$918	\$940	\$5,078
Contingency	\$8,112	\$5,014	\$5,117	\$5,229	\$5,349	\$5,478	\$29,592
<b>TOTAL</b>	<b>\$199,593</b>	<b>\$108,210</b>	<b>\$110,429</b>	<b>\$112,858</b>	<b>\$115,454</b>	<b>\$118,225</b>	<b>\$638,703</b>

**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. Maintenance will include spray wash, trash pickup, and refurbishing of furnishings and shelters.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Supplies/Contr	\$10,927	\$22,510	\$34,779	\$47,764	\$49,197	\$269,030
<b>TOTAL</b>	<b>\$10,927</b>	<b>\$22,510</b>	<b>\$34,779</b>	<b>\$47,764</b>	<b>\$49,197</b>	<b>\$269,030</b>

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 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% (\$237 million) and local agencies at 30%. Glendale's portion of local funding is \$40.6 million. To date Glendale has expended approximately \$24.5 million towards this project. Other jurisdictions involved include Maricopa County, Peoria, and El Mirage.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$111,290	\$76,875	\$78,451	\$8,509	\$0	\$0	\$0
Contingency	\$182,907	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$7,124,922	\$5,125,014	\$5,230,077	\$567,296	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$7,419,119</b>	<b>\$5,201,889</b>	<b>\$5,308,528</b>	<b>\$575,805</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Utilities	\$108,536	\$111,032	\$183,320	\$188,269	\$193,917	\$1,060,421
Landscape	\$562,139	\$575,068	\$949,465	\$975,101	\$1,002,404	\$5,468,181
<b>TOTAL</b>	<b>\$670,675</b>	<b>\$686,100</b>	<b>\$1,132,785</b>	<b>\$1,163,370</b>	<b>\$1,196,321</b>	<b>\$6,528,602</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$521,650	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$14,180	\$7,639	\$3,898	\$3,983	\$4,075	\$4,173	\$22,544
Contingency	\$21,788	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$909,289	\$501,611	\$255,947	\$261,578	\$267,594	\$274,017	\$1,480,359
<b>TOTAL</b>	<b>\$1,466,907</b>	<b>\$509,250</b>	<b>\$259,845</b>	<b>\$265,561</b>	<b>\$271,669</b>	<b>\$278,190</b>	<b>\$1,502,903</b>

**Operating Description:** No additional O and M is needed.

**Project:** 65072 - Expanded Safety Program (I) **Funding Source:** Half Cent Sales Tax

**Project Description:** Provide traffic safety improvements along city streets to improve the safety of motorists. Examples are safety mitigation at bridge crossing (blunt ends), lighting, signals, signage, striping, pedestrian and bicyclist safety improvements, discontinuous roadway sections (drop-offs), and access management.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$667,145	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$3,140	\$1,626	\$1,659	\$1,695	\$1,734	\$1,776	\$9,594
Engineering Charges	\$153,534	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$5,112	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$202,692	\$106,742	\$108,930	\$111,327	\$113,887	\$116,620	\$630,035
<b>TOTAL</b>	<b>\$1,031,623</b>	<b>\$108,368</b>	<b>\$110,589</b>	<b>\$113,022</b>	<b>\$115,621</b>	<b>\$118,396</b>	<b>\$639,629</b>

**Operating Description:** No additional O and M is needed.



**PROJECT DETAIL: 2210-Transportation Construction      Category: Transportation**

**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, finance 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Land	\$262,732	\$0	\$0	\$0	\$0	\$0	\$0
Design	\$361,040	\$36,750	\$35,000	\$7,822	\$0	\$15,422	\$0
Construction	\$0	\$208,250	\$0	\$201,150	\$134,100	\$87,388	\$0
Finance Charges	\$9,977	\$48,881	\$9,236	\$73,195	\$54,602	\$36,161	\$0
Engineering Charges	\$422	\$55,000	\$6,475	\$86,488	\$55,500	\$55,000	\$0
Arts	\$34	\$20,825	\$0	\$45,000	\$30,000	\$19,550	\$0
Equipment	\$0	\$13,339	\$25,000	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$19,200	\$20,115	\$0	\$0	\$22,350	\$0	\$0
<b>TOTAL</b>	<b>\$653,405</b>	<b>\$403,160</b>	<b>\$75,711</b>	<b>\$413,655</b>	<b>\$296,552</b>	<b>\$213,521</b>	<b>\$0</b>

**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.

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$8,116	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$164,908	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$173,024</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** O and M costs are for landscape maintenance. The Transportation Departments operating budget will absorb additional O and M.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Landscape	\$270	\$278	\$286	\$295	\$304	\$1,662
<b>TOTAL</b>	<b>\$270</b>	<b>\$278</b>	<b>\$286</b>	<b>\$295</b>	<b>\$304</b>	<b>\$1,662</b>

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2210-Transportation Construction**      **Category: Transportation**

**Project:** 65088 - Downtown Alley Improvements (I)      **Funding Source:** Half Cent Sales Tax

**Project Description:** Design and construct transformation of existing service alley into a safe environment for pedestrian circulation and limited vehicular traffic. This area has been evaluated and determined that there is a need to address pavement, drainage conditions and alley improvements.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$62,635	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$62,635</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 contracting maintenance and \$300 for electricity. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Supplies/Contr	\$0	\$2,575	\$2,652	\$2,732	\$2,814	\$15,387
Utilities	\$0	\$309	\$318	\$328	\$338	\$1,846
Equip. Maint.	\$0	\$2,511	\$2,586	\$2,664	\$2,744	\$15,004
Water	\$0	\$1,236	\$1,273	\$1,311	\$1,351	\$7,386
<b>TOTAL</b>	<b>\$0</b>	<b>\$6,631</b>	<b>\$6,829</b>	<b>\$7,035</b>	<b>\$7,247</b>	<b>\$39,623</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$2,109,629	\$1,933,268	\$1,933,268	\$1,933,268	\$1,933,268	\$1,933,268	\$9,666,340
Finance Charges	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Engineering Charges	\$34,297	\$17,399	\$17,399	\$17,399	\$17,399	\$17,399	\$86,997
Arts	\$38,108	\$19,333	\$19,333	\$19,333	\$19,333	\$19,333	\$96,663
<b>TOTAL</b>	<b>\$2,182,034</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>

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



**PROJECT DETAIL: 2210-Transportation Construction Category: Transportation**

**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 also 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$117,342	\$0	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$1,440	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$1,221	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$7,198	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$139,201</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is needed.

**Project:** 65094\* - Myrtle Avenue Improvements (I) **Funding Source:** Half Cent Sales Tax

**Project Description:** This project includes pavement, curbs, gutters and sidewalks. Once completed, sidewalks will provide students and their parents with a separate and safe place to walk. Improvements will also enhance mobility for children and/or parents with disabilities. This request provides local funds for a federal Safe Routes To School Project at this location. This project provides local funds for project 1650-NEW funded with federal funds.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$7,046	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$1,363	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$7,375	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$70	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$16,400	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$92,254</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** O and M information will become available during the design process. O and M costs are anticipated to be minimal since the project adds curbs, gutters and sidewalks.

**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. The funding identified is to match federal funds secured for replacement buses and vans.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$4,500	\$2,159	\$2,867	\$3,566	\$4,292	\$4,395	\$23,209
Equipment	\$280,500	\$130,288	\$172,954	\$215,140	\$258,949	\$265,165	\$1,400,256
Contingency	\$15,000	\$11,517	\$15,289	\$19,018	\$22,891	\$23,440	\$123,779
<b>TOTAL</b>	<b>\$300,000</b>	<b>\$143,964</b>	<b>\$191,110</b>	<b>\$237,724</b>	<b>\$286,132</b>	<b>\$293,000</b>	<b>\$1,547,244</b>

**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 2014-2023 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, the replacement of capital items 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$1,875	\$0	\$1,792	\$2,140	\$2,517	\$2,578	\$13,925
Equipment	\$27,929	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$6,250	\$0	\$9,555	\$11,411	\$13,425	\$13,747	\$74,268
Miscellaneous/Other	\$116,875	\$0	\$108,096	\$129,085	\$151,869	\$155,514	\$840,154
<b>TOTAL</b>	<b>\$152,929</b>	<b>\$0</b>	<b>\$119,443</b>	<b>\$142,636</b>	<b>\$167,811</b>	<b>\$171,839</b>	<b>\$928,347</b>

**Operating Description:** No additional O and M is required for this project. This is a replacement project and is not anticipated to generate new O and M costs.

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$182,680	\$132,553	\$136,923	\$141,503	\$0	\$0	\$0
Finance Charges	\$0	\$2,349	\$2,426	\$2,507	\$0	\$0	\$0
Engineering Charges	\$0	\$8,749	\$9,037	\$9,339	\$0	\$0	\$0
Arts	\$0	\$1,326	\$1,369	\$1,415	\$0	\$0	\$0
Contingency	\$0	\$11,598	\$11,980	\$12,381	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$182,680</b>	<b>\$156,575</b>	<b>\$161,735</b>	<b>\$167,145</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 funds will fund 82% 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$1,496	\$753	\$780	\$785	\$804	\$823	\$1,168,179
Contingency	\$85	\$175	\$1,219	\$2,362	\$3,584	\$4,888	\$6,279
Miscellaneous/Other	\$2,469,332	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$77,872,298
<b>TOTAL</b>	<b>\$2,470,913</b>	<b>\$50,928</b>	<b>\$51,999</b>	<b>\$53,147</b>	<b>\$54,388</b>	<b>\$55,711</b>	<b>\$79,046,756</b>

**Operating Description:** A supplemental budget request will be submitted once the project is near completion in FY 2026.



**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 1.3 mile long 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Engineering Charges	\$1,149,755	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,149,755</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Landscape	\$20,790	\$42,827	\$44,112	\$45,435	\$46,798	\$255,912
Refuse	\$4,095	\$8,436	\$8,689	\$8,950	\$9,218	\$50,409
<b>TOTAL</b>	<b>\$24,885</b>	<b>\$51,263</b>	<b>\$52,801</b>	<b>\$54,385</b>	<b>\$56,016</b>	<b>\$306,321</b>

**Project:** 65062 - Glendale Sports Facilities Sgn (N)      **Funding Source:** Half Cent Sales Tax

**Project Description:** This provides local funds for design and construction of one potential federally funded and one locally funded Intelligent Transportation Systems projects. These projects 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 these projects are complete, the message boards will be used for traffic information dissemination as well as parking management.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Equipment	\$470,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$470,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** O and M for this project is for electrical costs of the message signs. Annual equipment maintenance costs throughout the 10-year expected life of the equipment with an additional \$5,000 per year after five years. A supplemental budget request will be made when project is close to completion.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Supplies/Contr	\$0	\$0	\$1,194	\$1,230	\$1,267	\$6,928
Utilities	\$0	\$0	\$1,194	\$1,230	\$1,267	\$6,928
Equip. Maint.	\$0	\$0	\$5,304	\$5,463	\$5,627	\$45,771
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,692</b>	<b>\$7,923</b>	<b>\$8,161</b>	<b>\$59,627</b>

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 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 multiuse path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient off-street facility for bicyclists and pedestrians that is part of the regional West Valley Rivers Multimodal Corridor Master Plan. This project has \$1,550,000 in federal funds towards construction costs.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Engineering Charges	\$2,390,764	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,390,764</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Landscape	\$16,060	\$22,116	\$22,779	\$23,463	\$24,167	\$132,154
<b>TOTAL</b>	<b>\$16,060</b>	<b>\$22,116</b>	<b>\$22,779</b>	<b>\$23,463</b>	<b>\$24,167</b>	<b>\$132,154</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 the Loop 303 project. Infrastructure improvements include Intelligent Transportation Systems (ITS) connectivity, enhancement of bridges over local arterial streets, and irrigation waterlines for landscaping that meet the city's standard.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Land	\$1,001,744	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,001,744</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Water	\$0	\$108,961	\$112,229	\$115,596	\$119,064	\$651,089
<b>TOTAL</b>	<b>\$0</b>	<b>\$108,961</b>	<b>\$112,229</b>	<b>\$115,596</b>	<b>\$119,064</b>	<b>\$651,089</b>



**PROJECT DETAIL: 2210-Transportation Construction      Category: Transportation**

**Project:** 65091 - Airport RPZ Acquisition (N)      **Funding Source:** Half Cent Sales Tax

**Project Description:** Acquire land north of Runway 19 and provide perimeter fencing around new Airport property. The FAA and ADOT will fund at current market value of the property. This funding could be realized after the actual acquisition is complete.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$702,271	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$702,271</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** [please fill in]

**Project:** 65095\* - 67th Avenue at Missouri Avenue (N)      **Funding Source:** Half Cent Sales Tax

**Project Description:** This project is looking to reduce speed at an intersection comprised of two arterial streets which encompasses the joint campus site of two elementary schools. The project proposes the installation of two (2) school zone flasher systems and two driver feedback speed radar sign systems north and south bound of 67th Avenue and Missouri. This systems will visually cue the driver their traveling speed and the posted speed limit and as the driver slows down to stay compliant with the law, it will be creating a safer environment for students traveling to school. This request provides local funds for a federal Safe Routes To School Program project at this location. This project provides local funds for project 1650-NEW funded with federal funds.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$405	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$27,405</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** O and M information will be available when the project design is underway. A supplemental will be completed before completion of the project.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**FUND SUMMARY: 2000-HURF/Street Bonds** **Category: HURF**

		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carryover</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
68913 99th Widening-Camelbck-Northrn	0	0	0	0	0	0	5,154,767
T2710 67th Ave Glendale to Frier	0	0	0	0	0	0	6,921,892
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>12,076,659</i>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,076,659</b>
<b>Total FY 2014 Funding:</b>		<b>\$0</b>					

**PROJECT DETAIL: 2000-HURF/Street Bonds** **Category: HURF**

**Project:** 68913 - 99th Widening-Camelbck-Northrn (I) **Funding Source:** HURF Bonds

**Project Description:** Complete street improvements on 99th Avenue from Camelback Road to Northern Avenue as private development occurred. 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.

<b>Capital Costs:</b>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,154,767</b>

**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.

<b>Operating Costs:</b>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
Utilities	\$0	\$0	\$0	\$0	\$0	\$48,513
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,513</b>



**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,921,892</b>

**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.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Utilities	\$0	\$0	\$0	\$0	\$0	\$18,468
Landscape	\$0	\$0	\$0	\$0	\$0	\$28,287
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$46,755</b>

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1650-Transportation Grants** **Category: Other**

	FY 2014:		FY 2015:	FY 2016:	FY 2017:	FY 2018:	FYs 19-23:
Capital Project Expenses	Carrvoer	New Funding					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
67540 NF Supplemental Taxi AZ57-X013	10,250	0	0	0	0	0	0
67544 Upgrade Signal Equipment	141,121	0	0	0	0	0	0
67545 Replace Traffic Signals	37,200	0	0	0	0	0	0
67547 *Safe Routes Myrtle Avenue	0	400,000	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	1,754,564	0	0	0	0	0	0
<b>Sub-Total - Existing Assets</b>	<b>2,951,400</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>New Assets</b>							
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	19,045	0	0	0	0	0	0
67527 DS Multiuse Path: New River	39,926	0	0	0	0	0	0
67528 DS Multiuse Path: Maryland Ave	13,513	0	0	0	0	0	0
67529 FTA Grant X096	453,173	0	0	0	0	0	0
67530 Fiber & Conduit - DMS	6,540	0	0	0	0	0	0
67531 Fiber & Conduit for ITS	31,810	0	0	0	0	0	0
67534 ITS Strategic Plan	164,627	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
67546 Pedestrian Countdown Signals	62,000	0	0	0	0	0	0
67548 *Safe Routes 67th & Missouri Av	0	86,000	0	0	0	0	0
<b>Sub-Total - New Assets</b>	<b>2,266,896</b>	<b>2,086,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>10,000,000</b>
<b>Total Project Expenses:</b>	<b>\$5,218,296</b>	<b>\$2,486,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>
<b>Total FY 2014 Funding:</b>		<b>\$7,704,296</b>					

**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. This project is funded with \$10,250 FTA funds awarded in FY 2012.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$10,250	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$10,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is needed due to this project.



**PROJECT DETAIL: 1650-Transportation Grants** **Category: Other**

**Project:** 67544 - Upgrade Signal Equipment (I) **Funding Source:** Grants

**Project Description:** To improve functionality, safety and efficiency of traffic signal at 60 intersections by replacing old technology equipment with current technology equipment. The project is funded with \$235,750 federal Surface Transportation Program funds from FY 2010.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Construction	\$141,121	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$141,121</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** Upgrade and replace existing signal equipment. No additional O and M is anticipated.

**Project:** 67545 - Replace Traffic Signals (I) **Funding Source:** Grants

**Project Description:** Purchase and install 12" traffic signal heads to replace existing 8" signal heads at various locations within the city of Glendale. Glendale was awarded \$35,306 in federal funds towards this project.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$37,200	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$37,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** This project replaces existing traffic signal infrastructure.

**Project:** 67547\* - Safe Routes Myrtle Avenue (I) **Funding Source:** Grants

**Project Description:** This project includes pavement, curbs, gutters and sidewalks. Once completed, sidewalks will provide students and their parents with a separate and safe place to walk. Improvements will also enhance mobility for children and/or parents with disabilities. This project is funded with \$400,000 of the federal Safe Route To School Program in FY 2014.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$5,395	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$16,660	\$0	\$0	\$0	\$0	\$0
Arts	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0
Contingency	\$0	\$29,205	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$0	\$5,740	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** O and M information will become available towards the end of the design process. O and M costs are anticipated to be minimal since the project only adds curbs, gutters and sidewalks.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 1650-Transportation Grants** **Category: Other**

**Project:** 67533 - Replacement Video Equipment (R) **Funding Source:** Grants

**Project Description:** Modernize the video equipment at the Glendale Traffic Management Center. The project is funded with \$400,000 federal Congestion Mitigation and Air Quality funds from FY 2009.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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. This project is funded with \$530,871 FTA funds received in FY 2011.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$257,013	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$257,013</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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. This project is funded with \$530,871 FTA and RPTA funds awarded in FY 2012.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$351,252	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$351,252</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** The project replaces existing buses and pays for capital maintenance. No additional O and M is needed for this project.

**Project:** 67542 - Grand Ave Infrastructure Imps (R) **Funding Source:** Grants

**Project Description:** APS and SRP will 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$890,870	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$416,533	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$172,729	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$274,432	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,754,564</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** The replacement/undergrounding project does not require additional O and M.



**PROJECT DETAIL: 1650-Transportation Grants** **Category: Other**

**Project:** 67505 - CIP Transport. Grant Reserve (N) **Funding Source:** Grants

**Project Description:** This represents reserve appropriation for unanticipated transportation related grant opportunities that may arise during the fiscal year.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>

**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 multiuse pathway along the Grand Canal from east of Loop 101 to the New River east bank. Once complete, the pathway will connect the existing Grand Canal multiuse pathway to the future New River multiuse pathway.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$19,045	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$19,045</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$39,926	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$39,926</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No O and M is associated with this design project.

**Project:** 67528 - DS Multiuse Path: Maryland Ave (N) **Funding Source:** Grants

**Project Description:** This project provides for the design of a bike lane along Maryland Avenue from 67th Avenue to 69th Avenue, a multiuse path along Maryland Avenue east of 75th Avenue, and a multiuse path along the Maryland Avenue alignment in Discovery Park from west of 75th Lane to 77th Drive.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$13,513	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$13,513</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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



**PROJECT DETAIL: 1650-Transportation Grants** **Category: Other**

**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. This project is funded with \$926,606 FTA funds in FY 2010.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$453,173	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$453,173</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 for installation 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. The project is funded with \$150,000 federal Congestion Mitigation and Air Quality funds from FY 2009.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$6,540	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$6,540</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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. The project is funded with \$150,000 federal Congestion Mitigation and Air Quality funds from FY 2009.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$31,810	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$31,810</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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.

**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. The project is funded with \$300,000 federal Congestion Mitigation and Air Quality funds from FY 2009.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$164,627	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$164,627</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** This is a project to develop a study. There are no operating costs associated with the study.



**PROJECT DETAIL: 1650-Transportation Grants** **Category: Other**

**Project:** 67537 - FTA X006 Predesign ArrowheadTC (N) **Funding Source:** Grants

**Project Description:** North Glendale is currently served by multiple transit 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. This project is funded with \$635,896 FTA funds received in FY 2011.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$635,896	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$635,896</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** This project is for predesign 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 transit 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. This project is funded with \$840,366 FTA funds received in FY 2012.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$840,366	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$840,366</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** O and M costs will be identified towards the end of design of the transit center project.

**Project:** 67546 - Pedestrian Countdown Signals (N) **Funding Source:** Grants

**Project Description:** Upgrade the existing pedestrian signal heads to countdown pedestrian signals at various locations within the city of Glendale. Glendale was awarded \$38,887 in federal funds towards this project.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$62,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$62,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** This project replaces existing traffic signal infrastructure.

**Project:** 67548\* - Safe Routes 67th & Missouri Av (N) **Funding Source:** Grants

**Project Description:** This project is looking to reduce speed at an intersection comprised of two arterial streets which encompasses the joint campus site of two elementary schools. The project proposes the installation of two (2) school zone flasher systems and two driver feedback speed radar sign systems north and south bound of 67th Avenue and Missouri Avenue. This systems will visually cue the driver their traveling speed and the posted speed limit and as the driver slows down to stay compliant with the law, it will be creating a safer environment for students traveling to school. This project is funded with \$86,000 of the federal Safe Route To School Program in FY 2014.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$86,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$86,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** Refer to Transportation Project No. 2210-116J for O and M impact..

\*=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 2014 funding is expected to be used for the refurbishment of a commercial sideload collection truck and three residential sideload collection trucks. Also in FY 2014, the following residential loose trash equipment is scheduled for replacement, a rearload truck, a tractor and a sweeper.



**Project Name:** Frontloader Trucks - 17820  
**Fund #:** 2480  
**Project #:** 78002

**Project Name:** Rolloff Trucks - 17810  
**Fund #:** 2480  
**Project #:** 78001





**FUND SUMMARY: 2480-Sanitation**

**Category: Other**

Capital Project Expenses	FY 2014:		FY 2015:	FY 2016:	FY 2017:	FY 2018:	FYs 19-23:
	Carrvoer	New Funding					
<b>Existing Assets</b>							
<i>Replacement of Existing Assets</i>							
78001 Rolloff Trucks-Commercial	0	0	458,000	0	0	258,000	0
78002 Frontload Trucks-Commercial	290,000	150,000	270,000	885,000	295,000	295,000	2,462,000
78003 Sideload Trucks-Residential	825,000	450,000	1,350,000	2,030,000	2,320,000	870,000	7,540,000
78004 Loose Trash Equip.-Residential	0	567,200	810,000	1,314,910	1,177,445	717,455	2,442,365
78005 Repl Pickup Trucks-Sanitation	0	0	0	127,010	140,000	70,000	0
<b>Sub-Total - Existing Assets</b>	<b>1,115,000</b>	<b>1,167,200</b>	<b>2,888,000</b>	<b>4,356,920</b>	<b>3,932,445</b>	<b>2,210,455</b>	<b>12,444,365</b>
<b>Total Project Expenses:</b>	<b>\$1,115,000</b>	<b>\$1,167,200</b>	<b>\$2,888,000</b>	<b>\$4,356,920</b>	<b>\$3,932,445</b>	<b>\$2,210,455</b>	<b>\$12,444,365</b>
<b>Total FY 2014 Funding:</b>		<b>\$2,282,200</b>					

**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. 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. FY 2018, one replacement truck will be purchased at a cost of \$258,000 to replace a truck purchased in FY 2008.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$6,870	\$0	\$0	\$3,870	\$0
Equipment	\$0	\$0	\$451,130	\$0	\$0	\$254,130	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$458,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$258,000</b>	<b>\$0</b>

**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 or refurbishment commercial sanitation equipment over a 10-year period. In FY14, refurbish one commercial sideloader collection truck for \$150,000. FY 2015, replace one frontload truck for \$270,000. FY 2016, replace three frontload trucks for \$295,000 each. FY 2017, replace one frontload truck for \$295,000. FY 2018, replace one frontload truck for \$295,000. FY 2019, replace one frontload truck for \$295,000 and replace one commercial sideload truck at a cost of \$290,000. FY 2020, replace one frontload truck at a cost of \$295,000, and a commercial container delivery truck for \$107,000. FY 2021, replace one frontload truck at a cost of \$295,000. FY 2022 three trucks and FY 2023 one truck at \$295,000 each. These trucks are not in the city's Vehicle Replacement Fund

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$4,350	\$2,250	\$4,050	\$13,275	\$4,425	\$4,425	\$36,930
Equipment	\$285,650	\$147,750	\$265,950	\$871,725	\$290,575	\$290,575	\$2,425,070
<b>TOTAL</b>	<b>\$290,000</b>	<b>\$150,000</b>	<b>\$270,000</b>	<b>\$885,000</b>	<b>\$295,000</b>	<b>\$295,000</b>	<b>\$2,462,000</b>

**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 2014-2023 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 or refurbishment 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 2014, three trucks will be refurbished at a cost of \$150,000 each. In 2015, replace five trucks at a cost of \$270,000 each. FY 2016, replace seven trucks at a cost of \$290,000 each. FY 2017, replace eight trucks at a cost of \$290,000 each. FY 2018, replace three trucks at a cost of \$290,000 each. FY 2019, replace three trucks at a cost of \$290,000 each. FY 2020, replace six trucks at a cost of \$290,000 each. FY 2021, replace four trucks at a cost of \$290,000 each. FY 2022, replace five trucks at a cost of \$290,000 each. FY 2023, replace eight trucks at a cost of \$290,000 each.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$12,375	\$6,750	\$20,250	\$30,450	\$34,800	\$13,050	\$113,100
Equipment	\$812,625	\$443,250	\$1,329,750	\$1,999,550	\$2,285,200	\$856,950	\$7,426,900
<b>TOTAL</b>	<b>\$825,000</b>	<b>\$450,000</b>	<b>\$1,350,000</b>	<b>\$2,030,000</b>	<b>\$2,320,000</b>	<b>\$870,000</b>	<b>\$7,540,000</b>

**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 of eight years. FY 2014, replace a rearload truck at a cost of \$250,000, a tractor at a cost of \$96,300 and a sweeper at a cost of \$220,900. FY 2015, replace three rearload trucks at a cost of \$270,000 each. 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 \$230,000 each. FY 2017, replace two rearload trucks at a cost of \$290,000 each, a tractor at a cost of \$137,455 and two sweepers at a cost of \$230,000 each. FY 2018, replace two rearload trucks at a cost of \$290,000 each and a tractor at a cost of \$137,455. FY 2020, replace three rearload trucks at a cost of \$290,000 each and a tractor at a cost of \$137,455. FY 2021, replace a tractor at a cost of \$137,455. FY 2022, one rearloader for \$290,000 and one tractor for \$137,455. FY2023, three rearloaders at a cost of \$290,000 each.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$8,507	\$12,150	\$19,723	\$17,661	\$10,761	\$36,635
Equipment	\$0	\$558,693	\$797,850	\$1,295,187	\$1,159,784	\$706,694	\$2,405,730
<b>TOTAL</b>	<b>\$0</b>	<b>\$567,200</b>	<b>\$810,000</b>	<b>\$1,314,910</b>	<b>\$1,177,445</b>	<b>\$717,455</b>	<b>\$2,442,365</b>

**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 2016, replace two pickup trucks at a cost of \$33,505 each and replace one mechanic's truck at a cost of \$60,000. FY 2017, replace four pickup trucks at a cost of \$35,000 each. In FY 2018, replace one mechanic's truck at a cost of \$70,000.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$1,904	\$2,100	\$1,050	\$0
Equipment	\$0	\$0	\$0	\$125,106	\$137,900	\$68,950	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$127,010</b>	<b>\$140,000</b>	<b>\$70,000</b>	<b>\$0</b>

**Operating Description:**

No additional O and M is needed since this is the replacement of existing equipment.

## LANDFILL ENTERPRISE FUND

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 2014 for relocation of the scalehouse closer to the north end of the landfill. A landfill pickup truck, forklifts used at the material recovery facility and a landfill motor grader are due for replacement in FY 2014.



**Project Name:** Landfill Entrance Signal

**Fund #:** 2440

**Project #:** 78519

**Picture Note:** Project was completed during FY 2011

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 2440-Landfill** **Category: Other**

	<u>FY 2014:</u>		<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
78523 Scalehouse & Road Relocation	1,085,189	1,477,611	0	0	0	0	0
78526 LF Gas System Modifications	455,359	276,074	293,909	0	0	0	0
<i>Replacement of Existing Assets</i>							
78506 Landfill Repl Pickup Truck	0	130,000	29,300	0	0	0	158,300
78509 MRF Forklifts	0	32,506	33,481	0	0	0	144,000
78511 Landfill Compactor Replacement	0	0	983,007	0	1,042,872	0	0
78512 Fuel Tanker Replacement	0	0	0	0	0	187,775	0
78514 Sanitation Insp Trucks - 17740	0	0	0	204,048	35,000	35,000	240,000
78520 Landfill Bulldozer Replacement	0	0	0	253,807	340,102	0	2,135,701
78521 MRF Loader Replacement	0	0	0	0	0	0	228,019
78522 LF Water Pull Tractor Replace	0	0	0	0	0	0	624,204
78524 Landfill Motor Grader Replace	320,953	348,768	0	0	0	0	0
78525 Landfill Scraper Equipment	0	0	0	0	0	1,551,662	0
<b>Sub-Total - Existing Assets</b>	<b>1,861,501</b>	<b>2,264,959</b>	<b>1,339,697</b>	<b>457,855</b>	<b>1,417,974</b>	<b>1,774,437</b>	<b>3,530,224</b>
<b>New Assets</b>							
78503 Landfill Closure (South)	0	518,029	205,393	9,126,737	0	0	0
78505 LF Phase Construction (North)	0	0	102,780	4,614,000	102,780	4,361,873	0
78507 Landfill Soil Excavation	0	6,574,076	6,574,076	0	0	0	0
<b>Sub-Total - New Assets</b>	<b>0</b>	<b>7,092,105</b>	<b>6,882,249</b>	<b>13,740,737</b>	<b>102,780</b>	<b>4,361,873</b>	<b>0</b>
<b>Total Project Expenses:</b>	<b>\$1,861,501</b>	<b>\$9,357,064</b>	<b>\$8,221,946</b>	<b>\$14,198,592</b>	<b>\$1,520,754</b>	<b>\$6,136,310</b>	<b>\$3,530,224</b>
<b>Total FY 2014 Funding:</b>		<b>\$11,218,565</b>					

**PROJECT DETAIL: 2440-Landfill** **Category: Other**

**Project:** 78523 - Scalehouse & Road Relocation (I) **Funding Source:** Landfill Revenues

**Project Description:**

This project provides for roadway improvements to the internal entrance roadway and relocation of the scale house closer to the north area of the landfill. 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 2013 based on our anticipated waste acceptance rate.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$79,228	\$93,896	\$0	\$0	\$0	\$0	\$0
Construction	\$787,500	\$1,187,600	\$0	\$0	\$0	\$0	\$0
Finance Charges	\$14,063	\$22,479	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$39,023	\$43,000	\$0	\$0	\$0	\$0	\$0
Arts	\$7,875	\$11,876	\$0	\$0	\$0	\$0	\$0
Contingency	\$157,500	\$118,760	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,085,189</b>	<b>\$1,477,611</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:**

No additional O and M is required for this project.



**PROJECT DETAIL: 2440-Landfill**

**Category: Other**

**Project: 78526 - LF Gas System Modifications (I)**

**Funding Source:**

Landfill Revenues

**Project Description:**

The 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, additions, and modifications to the vertical and horizontal 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 includes burying of the above-ground lateral collection pipes to allow for simpler waste filling operations. Project scope also includes expansion of the horizontal and/or vertical gas collection wells in the final filling area (ie scale area). Project is required to maintain sequencing plan developed for waste filling in the landfill through the end of FY2015.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$35,000	\$25,000	\$25,000	\$0	\$0	\$0	\$0
Construction	\$356,900	\$212,000	\$225,000	\$0	\$0	\$0	\$0
Finance Charges	\$5,879	\$4,141	\$4,409	\$0	\$0	\$0	\$0
Engineering Charges	\$18,321	\$11,613	\$12,250	\$0	\$0	\$0	\$0
Arts	\$3,569	\$2,120	\$2,250	\$0	\$0	\$0	\$0
Contingency	\$35,690	\$21,200	\$25,000	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$455,359</b>	<b>\$276,074</b>	<b>\$293,909</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:**

No additional O and M is needed at this time.

**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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Equipment	\$0	\$130,000	\$29,300	\$0	\$0	\$0	\$158,300
<b>TOTAL</b>	<b>\$0</b>	<b>\$130,000</b>	<b>\$29,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$158,300</b>

**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.

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2440-Landfill**

**Category: Other**

**Project: 78509 - MRF Forklifts (R)**

**Funding Source:**

Landfill Revenues

**Project Description:**

The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. This project includes the replacement of 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$0	\$32,506	\$33,481	\$0	\$0	\$0	\$144,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$32,506</b>	<b>\$33,481</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$144,000</b>

**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: 78511 - Landfill Compactor Replacement (R)**

**Funding Source:**

Landfill Revenues

**Project Description:**

This 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 requires 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$14,527	\$0	\$15,412	\$0	\$0
Equipment	\$0	\$0	\$968,480	\$0	\$1,027,460	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$983,007</b>	<b>\$0</b>	<b>\$1,042,872</b>	<b>\$0</b>	<b>\$0</b>

**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.

**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 onsite 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$2,775	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$185,000	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$187,775</b>	<b>\$0</b>

**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 DETAIL: 2440-Landfill**

**Category: Other**

**Project: 78514 - Sanitation Insp Trucks - 17740 (R)**

**Funding Source:**

Landfill Revenues

**Project Description:**

Sanitation Inspectors enforce the regulations related to refuse collection, recycling collection and bulk 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. FY 2016, replace six trucks at a cost of \$34,008 each. FY 2017, a replace truck at a cost of \$35,000. FY 2018, replace one truck at a cost of \$35,000. FY 2023, replace six trucks at a cost of 40,000 each

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$3,060	\$525	\$525	\$2,520
Equipment	\$0	\$0	\$0	\$200,988	\$34,475	\$34,475	\$237,480
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$204,048</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$240,000</b>

**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 powertrain rebuilds and undercarriage/track system replacement 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$3,807	\$5,102	\$0	\$32,036
Equipment	\$0	\$0	\$0	\$250,000	\$335,000	\$0	\$2,103,665
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$253,807</b>	<b>\$340,102</b>	<b>\$0</b>	<b>\$2,135,701</b>

**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: 78521 - MRF Loader Replacement (R)**

**Funding Source:**

Landfill Revenues

**Project Description:**

Replacement of a 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$3,420
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$224,599
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$228,019</b>

**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.

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2440-Landfill**

**Category: Other**

**Project:** 78522 - LF Water Pull Tractor Replace (R) **Funding Source:** Landfill Revenues

**Project Description:** Replacement of the 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$9,363
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$614,841
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$624,204</b>

**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 2014. 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$4,743	\$5,232	\$0	\$0	\$0	\$0	\$0
Equipment	\$316,210	\$343,536	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$320,953</b>	<b>\$348,768</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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:** 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. This project provides 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Finance Charges	\$0	\$0	\$0	\$0	\$0	\$23,275	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$1,528,387	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,551,662</b>	<b>\$0</b>

**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 DETAIL: 2440-Landfill**

**Category: Other**

**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 2014. 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$50,000	\$200,000	\$250,000	\$0	\$0	\$0
Construction	\$0	\$376,320	\$0	\$7,152,522	\$0	\$0	\$0
Finance Charges	\$0	\$7,770	\$3,089	\$136,901	\$0	\$0	\$0
Engineering Charges	\$0	\$4,912	\$2,304	\$85,284	\$0	\$0	\$0
Arts	\$0	\$3,763	\$0	\$71,525	\$0	\$0	\$0
Contingency	\$0	\$75,264	\$0	\$1,430,505	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$518,029</b>	<b>\$205,393</b>	<b>\$9,126,737</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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.

<b>Operating Costs:</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Supplies/Contr	\$0	\$0	\$220,554	\$220,554	\$220,554	\$1,102,770
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$220,554</b>	<b>\$220,554</b>	<b>\$220,554</b>	<b>\$1,102,770</b>

**Project: 78505 - LF Phase Construction (North) (N)**

**Funding Source:**

Landfill Revenues

**Project Description:**

This project is required for the development of the northern portion of the landfill and includes phased installation of a 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$0	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$0
Construction	\$0	\$0	\$0	\$3,640,000	\$0	\$3,432,000	\$0
Finance Charges	\$0	\$0	\$1,542	\$63,300	\$1,542	\$65,428	\$0
Engineering Charges	\$0	\$0	\$1,238	\$46,300	\$1,238	\$43,725	\$0
Arts	\$0	\$0	\$0	\$36,400	\$0	\$34,320	\$0
Contingency	\$0	\$0	\$0	\$728,000	\$0	\$686,400	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$102,780</b>	<b>\$4,614,000</b>	<b>\$102,780</b>	<b>\$4,361,873</b>	<b>\$0</b>

**Operating Description:**

No additional O and M is needed for this project.

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2440-Landfill** **Category: Other**

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0
Construction	\$0	\$5,221,458	\$5,221,458	\$0	\$0	\$0	\$0
Finance Charges	\$0	\$98,611	\$98,611	\$0	\$0	\$0	\$0
Engineering Charges	\$0	\$57,500	\$57,500	\$0	\$0	\$0	\$0
Arts	\$0	\$52,215	\$52,215	\$0	\$0	\$0	\$0
Contingency	\$0	\$1,044,292	\$1,044,292	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$6,574,076</b>	<b>\$6,574,076</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

## 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 2014 airport capital funding is contingent on the city receiving Federal Aviation Administration (FAA) grants. For the upcoming year, the city will pursue grant funding for projects related to the rehabilitation of apron pavement, purchase of an airport sweeper and an environmental assessment prior to the construction of a taxiway and ramp.



**Project Name:** Airport-Master Plan Update  
**Funding Source:** FAA & ADOT Grants/Transportation Half-Cent Sales Tax  
**Fund #:** 2120  
**Project #:** 79511

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 2120-Airport Capital Grants** **Category: Other**

	<u>FY 2014:</u>		<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
79504 Airport-Security Upgrade	0	0	225,000	0	0	0	0
79516 Airport-RSA Remove Blast Fence	409,994	0	0	0	0	0	0
79521 *Rehabilitate Apron	0	2,205,000	0	0	0	0	0
T1472 Airport EA for Channelization	0	0	0	0	191,060	0	0
<i>Replacement of Existing Assets</i>							
79511 Airport-Master Plan Update	0	0	0	0	286,590	0	0
79522 *Airport Sweeper	0	220,672	0	0	0	0	0
<b>Sub-Total - Existing Assets</b>	<b>409,994</b>	<b>2,425,672</b>	<b>225,000</b>	<b>0</b>	<b>477,650</b>	<b>0</b>	<b>0</b>
<b>New Assets</b>							
79517 Land Purchase	9,041,305	0	0	0	0	0	0
79518 Airport-EA Land Acq. 43 Acres	297,413	0	0	0	0	0	0
79519 Airport-Capacity Study	50,000	0	0	0	0	0	0
79520 Airport-EA East TWY, NW Ramp	0	429,885	0	0	0	0	0
T1469 Airport-Eastside Taxiway	0	0	315,000	4,298,850	0	0	0
T1471 Airport-EMAS Design/Constr	0	0	0	167,178	2,865,900	0	0
T1473 *East Side Parking Apron	0	0	0	0	0	2,197,190	0
<b>Sub-Total - New Assets</b>	<b>9,388,718</b>	<b>429,885</b>	<b>315,000</b>	<b>4,466,028</b>	<b>2,865,900</b>	<b>2,197,190</b>	<b>0</b>
<b>Total Project Expenses:</b>	<b>\$9,798,712</b>	<b>\$2,855,557</b>	<b>\$540,000</b>	<b>\$4,466,028</b>	<b>\$3,343,550</b>	<b>\$2,197,190</b>	<b>\$0</b>
<b>Total FY 2014 Funding:</b>		<b>\$12,654,269</b>					

**PROJECT DETAIL: 2120-Airport Capital Grants** **Category: Other**

**Project:** 79504 - Airport-Security Upgrade (I) **Funding Source:** Grants/City Match

**Project Description:** This project is to enhance airport security by designing, acquiring, and installing additional perimeter security cameras and related support equipment. Design and construct a perimeter fence for the Runway Protection Zone (RPZ) property and design and construct electrical service to existing security cameras. This project is expected to be funded with \$225,000 FAA and ADOT funds in FY 2015.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Equipment	\$0	\$0	\$225,000	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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



**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. The project is funded with \$563,383 FAA and ADOT funds from FY 2010 and FY 2012.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$48,999	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$341,983	\$0	\$0	\$0	\$0	\$0	\$0
Engineering Charges	\$16,196	\$0	\$0	\$0	\$0	\$0	\$0
Arts	\$2,816	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$409,994</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**Project:** 79521\* - Rehabilitate Apron (I) **Funding Source:** Grants/City Match

**Project Description:** Design and construct pavement rehabilitation of all aprons qualified under the Pavement Condition Index (PCI). To improve the condition of pavement and preserve the life of the existing pavement. The project is to be funded with \$2,205,000 ADOT funds in FY 2014.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$330,750	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$1,874,250	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$2,205,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** This is a rehabilitation project for an existing asset. No additional O and M is anticipated.

**Project:** T1472 - Airport EA for Channelization (I) **Funding Source:** Grants/City Match

**Project Description:** Conduct an Environmental Assessment for channelization of the New River to protect the runway safety area from erosion. Channelization includes the physical change to the inner bank boundary of the River. The project is to be funded with \$191,060 FAA and ADOT funds in FY 2017.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$191,060	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$191,060</b>	<b>\$0</b>	<b>\$0</b>

**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. The project is to be funded with \$286,590 FAA and ADOT funds in FY 2017.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$286,590	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$286,590</b>	<b>\$0</b>	<b>\$0</b>

**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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**PROJECT DETAIL: 2120-Airport Capital Grants** **Category: Other**

**Project:** 79522\* - Airport Sweeper (R) **Funding Source:** Grants/City Match

**Project Description:** Replace an existing airport motor-broom sweeper to do debris and dust control of aprons, runway, taxiway and adjacent roadways. The project is to be funded with \$220,672 of federal Congestion Mitigation and Air Quality funds in FY 2014.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$0	\$220,672	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$220,672</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** This is a replacement project. No additional O and M is anticipated.

**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. This project is to be funded with FAA and ADOT funds in FY 2014.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Land	\$9,041,305	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$9,041,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**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. The project is funded with \$147,594 FAA and ADOT funds from FY 2012.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$297,413	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$297,413</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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



**PROJECT DETAIL: 2120-Airport Capital Grants** **Category: Other**

**Project:** 79520 - 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. The project is anticipated to be funded with \$429,885 FAA and ADOT funds in FY 2014.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$429,885	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$429,885</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**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 and construction of the 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. The project is anticipated to be funded with \$4,613,850 FAA and ADOT funds in FY 2015 and FY 2016.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$315,000	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$4,298,850	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$315,000</b>	<b>\$4,298,850</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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

**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. The project is anticipated to be funded with \$3,033,078 FAA and ADOT funds in FY 2016 and FY 2017.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$167,178	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$2,865,900	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$167,178</b>	<b>\$2,865,900</b>	<b>\$0</b>	<b>\$0</b>

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

**Project:** T1473\* - East Side Parking Apron (N) **Funding Source:** Grants/City Match

**Project Description:** Design and construct east side parking apron to increase the aircraft parking capacity at the airport. The project is anticipated to be funded with \$2,197,190 FAA and ADOT funds in FY 2018.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Design	\$0	\$0	\$0	\$0	\$0	\$329,594	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$1,867,596	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,197,190</b>	<b>\$0</b>

**Operating Description:** No additional O and M is anticipated.

\*=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 2014 is available for the ongoing Building Maintenance Reserve for emergency building repairs and an upgrade to the PeopleSoft Human Resources Management System (HRMS) computerized payroll system.

### Camelback Ranch Events

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 at the Spring Training Facility.

### Civic Center

Projects in this category are considered PAYGO projects and are funded with General Fund operating dollars. The ongoing Civic Center Maintenance Reserve is available for emergency repairs at the Civic Center or for emergency replacement of Civic Center equipment. The Civic Center 10 Year Restoration project was concluded in FY 2013.

### Technology Infrastructure

In FY 2008 a new Technology Infrastructure Fund was added. New Information Technology projects are included in the last five years of the capital plan as a placeholder until a permanent funding source is identified. Only then, can the project move to the first five years of the plan.

### 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.





**FUND SUMMARY: 1840-Other Federal and State Grants** **Category: Other**

Capital Project Expenses	FY 2014:		FY 2015:	FY 2016:	FY 2017:	FY 2018:	FYs 19-23:
	Carrvover	New Funding					
<b>New Assets</b>							
80013 CIP Grant Reserve	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>2,000,000</i>	<i>10,000,000</i>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>
<b>Total FY 2014 Funding:</b>		<b>\$2,000,000</b>					

**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:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$10,000,000</b>

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 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1000-General Fund** **Category: Other**

	<u>FY 2014:</u>		<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
81063 Fac Life-Cycle Cost Assessment	90,270	0	0	0	0	0	0
81064 *PeopleSoft HRMS Updates	0	500,000	0	0	0	0	0
<i>Replacement of Existing Assets</i>							
81013 Bldg. Maintenance Reserve	0	100,000	100,000	100,000	100,000	100,000	500,000
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	130,471
<b>Sub-Total - Existing Assets</b>	<b>90,270</b>	<b>600,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>630,471</b>
<b>New Assets</b>							
T4736 City Fiber Optic Study	0	0	0	0	0	0	400,000
<b>Sub-Total - New Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400,000</b>
<b>Total Project Expenses:</b>	<b>\$90,270</b>	<b>\$600,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$1,030,471</b>
<b>Total FY 2014 Funding:</b>		<b>\$690,270</b>					

**PROJECT DETAIL: 1000-General Fund** **Category: Other**

**Project:** 81063 - Fac Life-Cycle Cost Assessment (I) **Funding Source:** General Fund

**Project Description:** Qualified facilities management consultant will provide total life-cycle cost assessment for the following facilities: Jobing.Com Arena, Renaissance Glendale Hotel & Media Center and Camelback Ranch in Glendale.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Design	\$90,270	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$90,270</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** [please fill in]

**Project:** 81064\* - PeopleSoft HRMS Updates (I) **Funding Source:** General Fund

**Project Description:** The PeopleSoft Human Capital Management system (HR & Payroll) under it's current version is coming to end of life at the end of 2014. It is necessary to do an upgrade on the system to continue to process payroll under current laws and regulations. The project involves our Time and Labor system that has many customizations to meet our business needs.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Miscellaneous/Other	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Operating Description:** No additional O and M is required for this project. The ongoing maintenance for the software is include in the Technology Replacement Fund.



**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 and unplanned replacements and repairs of building components for city owned buildings. An example in FY 2013 of how this money was used included the repair to a failed water line that served the public safety facility at 63rd Avenue and Union Hills.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$500,000</b>

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

**Project:** T4620 - Resurface Library Parking Lots (R) **Funding Source:** General Fund

**Project Description:** This is a request to fund the repaving and sealing of the 25-year old asphalt parking lot at the Main Library and slurry seal the 14-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. The estimated cost to repair this is \$97,283. 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. The estimated cost for this is \$33,188.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$130,471
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,471</b>

**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. This type of maintenance includes crack sealing and restriping of parking lots. A supplemental budget request will be submitted once the project is near completion. Adjusted for the future, the annual O and M would be \$30,479 for both lots (approximately \$15,240 for each lot/year).

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Bldg. Maint.	\$0	\$0	\$0	\$0	\$0	\$112,275
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$112,275</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>

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

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1283-Camelback Ranch Events** **Category: Other**

		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrvoer</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Replacement of Existing Assets</i>							
84200 Capital Repair-Camelback Ranch	198,068	280,980	250,000	250,000	250,000	250,000	1,250,000
<b>Sub-Total - Existing Assets</b>	<b>198,068</b>	<b>280,980</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,250,000</b>
<b>Total Project Expenses:</b>	<b>\$198,068</b>	<b>\$280,980</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>
<b>Total FY 2014 Funding:</b>		<b>\$479,048</b>					

**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. The projected annual capital cost could be adjusted in the future. The adjustments will be based on the results of the COG Facilities Life-Cycle assessment to be completed by Summer 2013.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
Equipment	\$141,474	\$0	\$0	\$0	\$0	\$0	\$0
Contingency	\$21,768	\$30,980	\$0	\$0	\$0	\$0	\$0
Miscellaneous/Other	\$34,826	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
<b>TOTAL</b>	<b>\$198,068</b>	<b>\$280,980</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$1,250,000</b>

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



**FUND SUMMARY: 1740-Civic Center** **Category: Other**

		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carryover</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<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
<b>Sub-Total - Existing Assets</b>	<i>0</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>50,000</i>	<i>4,145,734</i>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$4,145,734</b>
<b>Total FY 2014 Funding:</b>		<b>\$50,000</b>					

**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.

<b>Capital Costs:</b>	<u>Carryover</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,895,734</b>

**Operating Description:** Additional O and M will be needed in FY 2021. 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 for the renovated space and one secretary to assist with office support needs and increased events and bookings. Supplies are figured 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 \$0.195 per sq ft for 5,000 sq ft of expanded Civic Center space. The Civic Center currently maintains 65% of the landscaping in the areas addressed in this request, so no new funding is needed for landscaping or refuse. A landscape company provides the other 35% of service. Currently the project is set up as a one time expense with no ongoing O and M, any on going O and M costs related to this project will be absorbed by the Civic Center budget once the project is completed. A supplemental budget request will be submitted once the project is brought to completion.

<b>Operating Costs:</b>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>FY 2018</u>	<u>FYs 19-23</u>
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$713,531</b>

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**PROJECT DETAIL: 1740-Civic Center** **Category: Other**

**Project:** 84554 - Civic Ctr. Maintenance Reserve (R) **Funding Source:** General Fund

**Project Description:** The Civic Center's maintenance reserve is used for 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$250,000</b>

**Operating Description:** No additional O and M is needed.



**FUND SUMMARY: 2150-Technology Infrastructure** **Category: Other**

		<u>FY 2014:</u>	<u>FY 2015:</u>	<u>FY 2016:</u>	<u>FY 2017:</u>	<u>FY 2018:</u>	<u>FYs 19-23:</u>
<b>Capital Project Expenses</b>	<u>Carrlover</u>	<u>New Funding</u>					
<b>Existing Assets</b>							
<i>Improvement of Existing Assets</i>							
T7010 Event Mgmt Center Upgrade	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	1,620,000
T7073 City Phone System Replacement	0	0	0	0	0	0	1,000,000
<i>Sub-Total - Existing Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>8,545,000</i>
<b>New Assets</b>							
T7000 City Fiber Optic Communication	0	0	0	0	0	0	16,220,625
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>16,220,625</i>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$24,765,625</b>
<b>Total FY 2014 Funding:</b>		<b>\$0</b>					

**PROJECT DETAIL: 2150-Technology Infrastructure** **Category: Other**

**Project:** T7010 - Event Mgmt Center Upgrade (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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,325,000</b>

**Operating Description:** No additional O and M is needed. This project replaces and upgrades the existing system. O and M of this system is currently funded in the Transportation Department operating budget.

**Project:** T7071 - PeopleSoft Phase 2 Enhancement (I) **Funding Source:** General Fund

**Project Description:** PeopleSoft's Human Capital Management and Financials modules reach end of life 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.

<b>Capital Costs:</b>	<b>Carryover</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FYs 19-23</b>
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100,000</b>

**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.

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset



**PROJECT DETAIL: 2150-Technology Infrastructure** **Category: Other**

**Project:** T7030 - Project/Permit Tracking System (R) **Funding Source:** General Fund

**Project Description:** The current project/permit system provides automated tracking of all construction projects and city assets. 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Staffing	\$0	\$0	\$0	\$0	\$0	\$374,410
Supplies/Contr	\$0	\$0	\$0	\$0	\$0	\$160,902
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$535,312</b>

**Project:** T7050 - Facility Audio/Visual Systems (R) **Funding Source:** General Fund

**Project Description:** This project covers 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 Sahuarro Ranch ball complex, the Foothills ball complex and city pools, the amphitheater outdoor lighting systems, 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$1,620,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,620,000</b>

**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 2019 through 2023 is \$758,490. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
PC/Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$758,490
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$758,490</b>



**PROJECT DETAIL: 2150-Technology Infrastructure** **Category: Other**

**Project:** T7073 - City Phone System Replacement (R) **Funding Source:** General Fund

**Project Description:** The enterprise telephone system used throughout the city is comprised of several systems that integrate to form a unified communication system. Several components of this system have been in service in excess of ten years and are reaching end of life as early as 2015. The plan is to begin an incremental replacement of these components that are reaching end of life in an effort to increase the operational life of the existing system and to incrementally install a new system over that same time period. Funding for the initial stages of the implementation will be covered by the telephone fund however additional CIP funding will be required to accomplish the voice mail migration and later stage implementation costs.

Capital Costs:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
IT/Phone/Security	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>

**Operating Description:** O and M is currently paid for from the Telephone Fund. Additional O and M costs can be expected as the new systems are put in place, however existing O and M costs will transfer to the new equipment whenever appropriate. Total O and M costs will be provided as the project scope is finalized.

**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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
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
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,220,625</b>

**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 2021 through FY 2023 in inflated dollars. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Utilities	\$0	\$0	\$0	\$0	\$0	\$15,206
Equip. Maint.	\$0	\$0	\$0	\$0	\$0	\$167,262
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$182,468</b>

\*=New Project, N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

**FY 2014-2023 CAPITAL IMPROVEMENT PLAN**  
**Fund Summary and Project Detail**



**FUND SUMMARY: 1220-Arts Commission** **Category: Other**

Capital Project Expenses	FY 2014:		FY 2015:	FY 2016:	FY 2017:	FY 2018:	FYs 19-23:
	Carryover	New Funding					
<b>New Assets</b>							
84650 Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
<i>Sub-Total - New Assets</i>	<i>0</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>150,000</i>	<i>750,000</i>
<b>Total Project Expenses:</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$750,000</b>
<b>Total FY 2014 Funding:</b>		<b>\$150,000</b>					

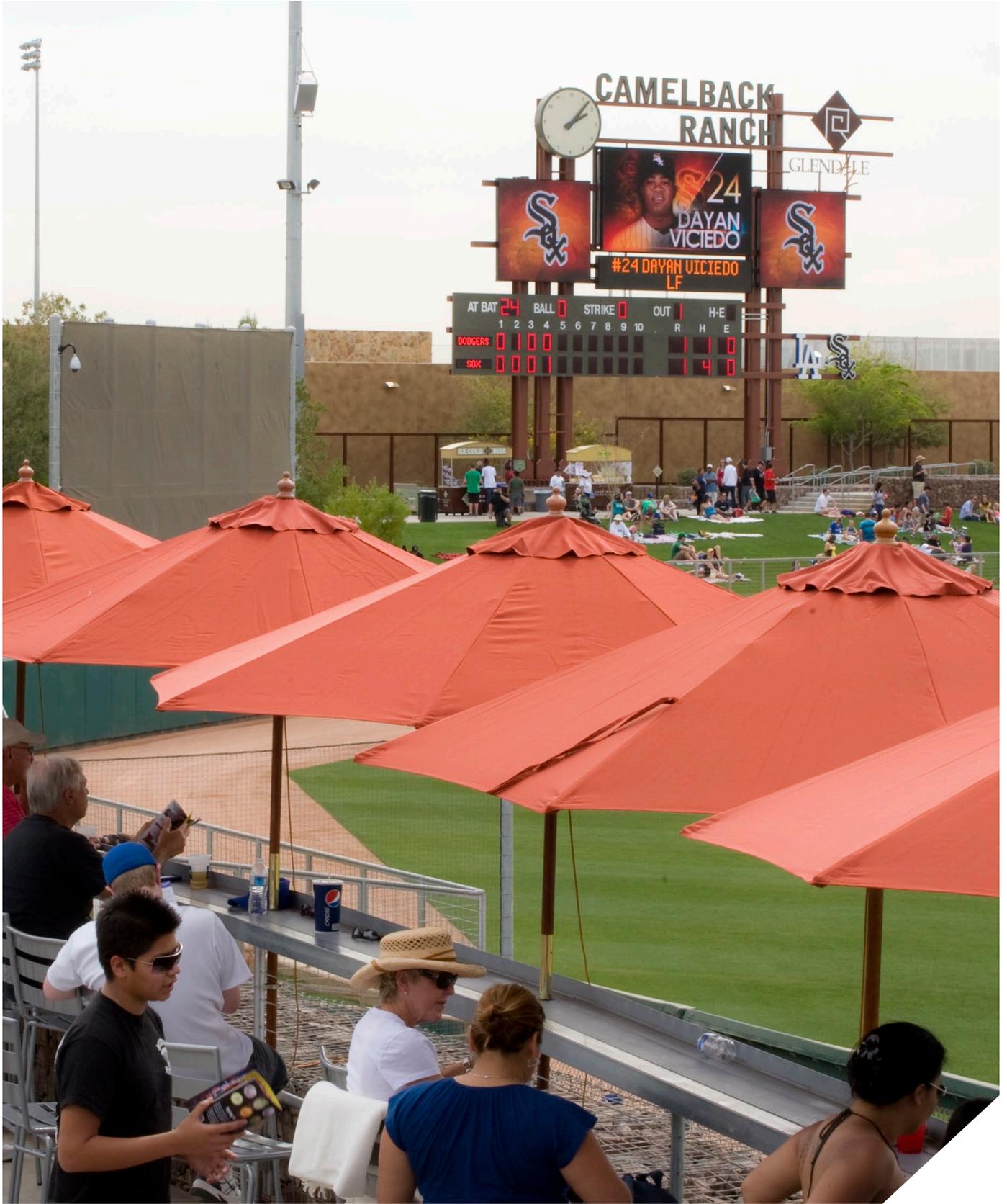
**PROJECT DETAIL: 1220-Arts Commission** **Category: Other**

**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:	Carryover	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FYs 19-23
Miscellaneous/Other	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$750,000</b>

**Operating Description:** Maintenance and restoration of the public art collection is funded in the operating budget.



## Debt Service

Annual Budget, 2013-2014

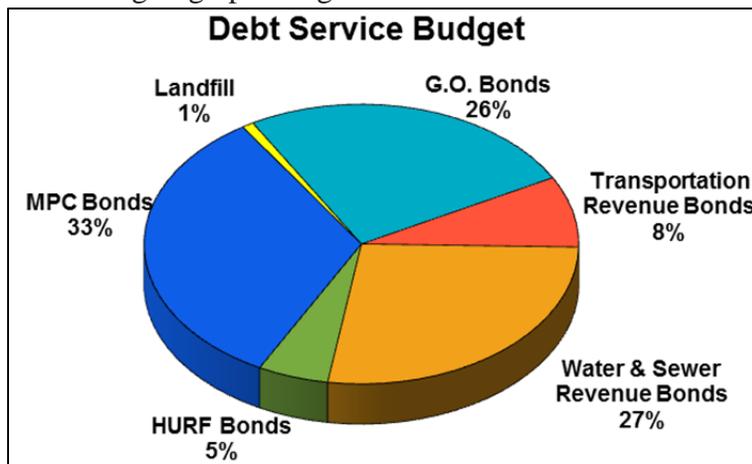
## DEBT SERVICE BUDGET

The city of 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. An update was underway at the time this budget document was put together. 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 new debt and other long-term obligations within the 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;
- finance the majority of the remaining projects with general obligation bonds that are supported by the city’s secondary property tax revenue; and
- use non-voter approved debt such as Municipal Property Corporation [MPC] bonds, lease obligations and inter-fund loans only when a dedicated ongoing revenue source is identified to pay the associated debt service obligations providing that this type of debt service will not exceed 10% of the five-year average of the General Fund’s ongoing operating 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.

Left: Percentage of FY 2014 debt service by type



## SECONDARY PROPERTY TAX FUNDED DEBT

Secondary property tax revenue is restricted solely to paying General Obligation (G.O.) debt service. There are three components that need to be measured before additional G.O. bonds can be issued. First, sufficient voter authorization is needed for each project category in which bonds will be issued. Second, G.O. bond issuance must be in compliance with the Arizona Constitutional debt limitation for the 6% and 20% categories. Last, city policy states that the G.O. debt service fund balance will be at least 10% of the next fiscal year's property tax supported debt service. This policy applies to each of the first five years of the G.O. funded capital plan.

### 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.

**Debt Table 1**  
**Projected Remaining G.O. Bond Voter Authorization**  
 (All Dollars in Thousands)

Category	FY 2013 <sup>1</sup>	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Public Safety</b>	\$104,473	\$104,473	\$104,473	\$104,473	\$104,473	\$104,473
<b>Landfill</b>	\$15,540	\$6,690	\$0	\$0	\$0	\$0
<b>Library</b>	\$17,096	\$17,096	\$17,096	\$17,096	\$17,096	\$17,096
<b>Streets/Parking<sup>2,3</sup></b>	\$67,238	\$67,238	\$39,238	\$39,238	\$39,238	\$39,238
<b>Cultural/Historical<sup>2</sup></b>	\$13,721	\$13,721	\$13,721	\$13,721	\$13,721	\$13,721
<b>Transit<sup>2</sup></b>	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750	\$6,750
<b>Econ. Development</b>	\$32,627	\$32,627	\$32,627	\$32,627	\$32,627	\$32,627
<b>Govt. Facilities<sup>2</sup></b>	\$30,200	\$30,200	\$30,200	\$30,200	\$30,200	\$30,200
<b>Open Space/Trails</b>	\$50,525	\$50,525	\$50,525	\$50,525	\$50,525	\$50,525
<b>Parks</b>	\$14,637	\$14,637	\$14,637	\$14,637	\$14,637	\$14,637
<b>Flood Control</b>	\$10,522	\$10,522	\$10,522	\$10,522	\$10,522	\$10,522

<sup>1</sup> Remaining authorization as of June 30, 2013

<sup>2</sup> Bonds can be issued as G. O. Bonds, Revenue Bonds or both.

<sup>3</sup> Streets/Parking voter authorization can be used for Street Revenue Bonds that are repaid with HURF revenue



The time between a bond election depends 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.

Debt Table 1 shows the projected remaining voter authorization for G.O. bonds by authorization category through FY 2018. The remaining authorization numbers reflect unused authorization from the October 1981, March 1987, November 1999 and May 2007 bond elections. Voter Authorization is sufficient for the first five years of the CIP plan. However, according to the current CIP plan, a bond election will be needed before bonds are sold to complete the list of projects in the last five years of the plan for the Parks and Flood Control G.O. funds.

### **General Obligation Debt Limitations and Assessed Valuation**

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 and continuing through FY 2014, then the city's G.O. debt limitations will decrease. The debt limitation – commonly called “bond capacity” and “debt capacity” – figures do not represent the amount of G.O. debt that could be supported by the city's current and projected secondary property tax revenue.

G.O. projects in the 20% category are

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

G.O. projects in the 6% category are

- Economic development,
- Historic preservation and cultural facilities,
- General government facilities, and
- Libraries.

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

Debt Table 2 reflects the city's G.O. bond debt limitation as of July 2, 2013. 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.

**Debt Table 2**  
**Constitutional Debt Limitation**  
 (All Dollars in Thousands)

<b>General Municipal Purpose Bonds</b>		<b>Water, Sewer, Flood Control, Light, Parks and Open Space</b>	
6% Limitation <sup>1</sup>	\$63,054	20% Limitation <sup>1,2</sup>	\$210,179
Less Direct Bonded Debt to be Outstanding	<u>\$8,194</u>	Less Direct Bonded Debt to be Outstanding	<u>\$160,451</u>
Unused 6% Borrowing Capacity	\$54,860	Unused 20% Borrowing Capacity	\$49,728

<sup>1</sup> Based on FY 2014 secondary assessed value of \$1,050,893,890

<sup>2</sup> Public safety, streets/parking and transportation facilities debt prior to Prop. 104 is included in the 6% category

For FY 2014, the city of Glendale has available capacity of approximately \$55 million and \$50 million in the 6% and 20% categories respectively. As recently as FY 2009, the city's debt capacity in the 6% category was \$92.4 million and \$270.1 million for the 20% category. This point illustrates the substantial impact of assessed valuation declines on the city's debt capacity

Debt Table 3 below shows that with no planned bond sales in the first five years of the plan, capacity in both categories is expected to rise. Capacity is expected to increase as outstanding principal payments are made and as property values increase. Starting in FY 2016 the city will have no outstanding debt in the 6% category.

**Debt Table 3**  
**Projected G.O. Debt Capacity**  
 (All Dollar in Thousands)

<b>Fiscal Year</b>	<b>Projected<sup>1</sup> Secondary Assessed Value</b>	<b>Limitation (A)</b>		<b>Outstanding Debt<sup>2</sup> (B)</b>		<b>Projected Remaining Capacity (A-B)</b>	
		<b>6%</b>	<b>20%</b>	<b>6%</b>	<b>20%</b>	<b>6%</b>	<b>20%</b>
<b>2014</b>	\$1,050,894	\$63,054	\$210,179	\$8,194	\$160,451	\$54,859	\$49,728
<b>2015</b>	\$1,151,638	\$69,098	\$230,328	\$2,880	\$149,425	\$66,218	\$80,903
<b>2016</b>	\$1,151,184	\$69,071	\$230,237	\$0	\$132,235	\$69,071	\$98,002
<b>2017</b>	\$1,185,720	\$71,143	\$237,144	\$0	\$113,760	\$71,143	\$123,384
<b>2018</b>	\$1,221,291	\$73,277	\$244,258	\$0	\$94,570	\$73,277	\$149,688

<sup>1</sup> FY 2014 figure reflects actual secondary assessed valuation.

<sup>2</sup> Outstanding debt refers to the debt on the principal balance only.

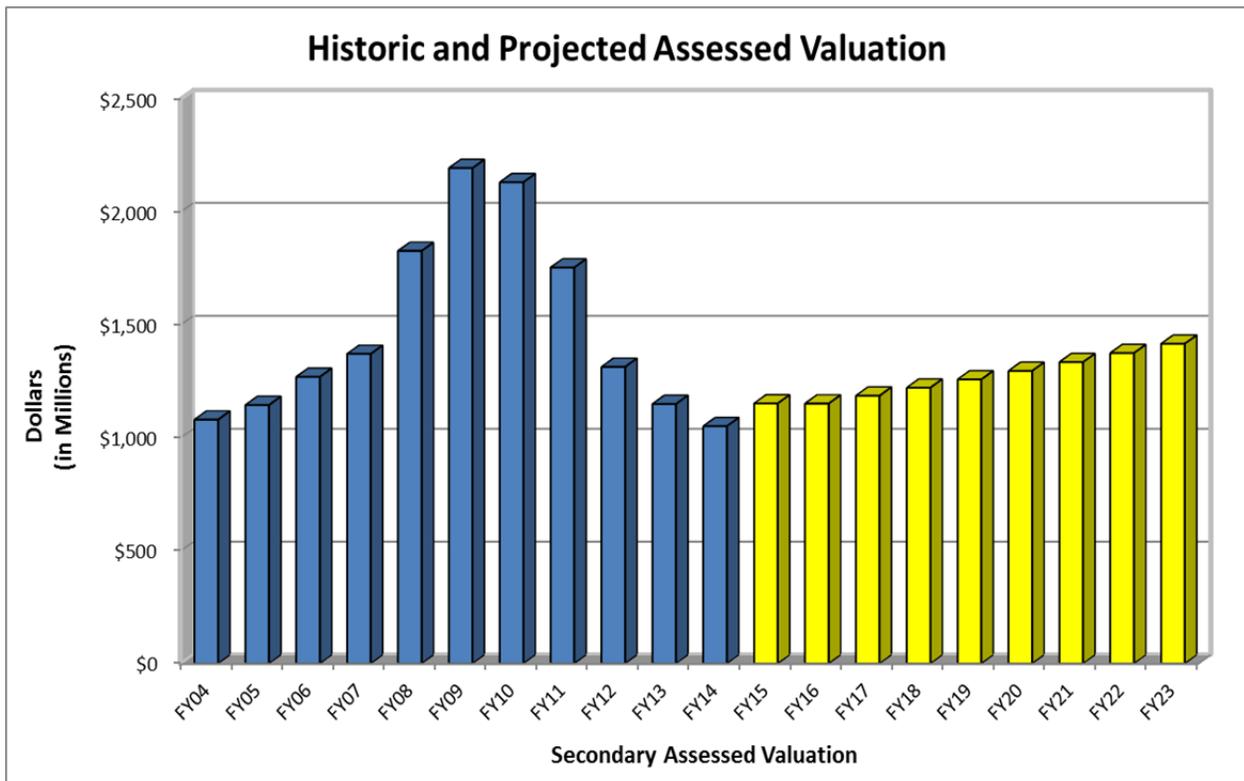


The biggest proponent to the steep decline in debt capacity between FY 2009 through FY 2014 were the changes in assessed valuations over the same period. After more than doubling since FY 2004, secondary assessed valuations reached its peak in FY 2009 (2006 real estate market) at just under \$2.2 billion. At that time, secondary assessed valuations were comprised of 66.8% residential, 29.0% commercial and 4.2% other valuations. Since then the city has experienced five consecutive years of secondary assessed valuation declines as follows:

- 2.9% decline in FY 2010,
- 17.7% decline in FY 2011,
- 25.1% decline in FY 2012,
- 12.5% decline in FY 2013, and
- 8.6% decline in FY 2014.

The FY 2014 valuation figure of \$1.05 billion is the final planning figure from the Maricopa County Assessor’s Office and can be expected to change only slightly during the appeals process. FY 2014 valuation reflects 58.6% attributable to residential property, 40.9% is attributable to commercial property and the remaining 0.5% includes, but is not limited to vacant land, agriculture, railroad and historical property. Between FY 2009 and FY 2014, Glendale’s total secondary assessed value declined 52.1% and is less than the secondary assessed value in FY 2004.

The chart below provides a graphical view of Glendale’s secondary assessed valuation changes between FY 2004 and FY 2014 as well as the projected valuations for FY 2015 through FY 2023.



The projected FY 2015 valuation is based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2013 which correspond with an uptick in the house market in 2012. For the first time in six years, secondary assessed valuation is expected to grow and reach the FY 2013 level of \$1.15 billion. This increase is due to an improving housing market during 2013 and offset by a decline in commercial assessed valuations that typically lag residential trends by a year.

FY 2016 assessed value is expected to dip slightly due to the passage of Prop. 117 that require jurisdictions to calculate both the primary levy and secondary levy using the limited property value (currently the primary assessed valuation). Since the city of Glendale's limited property value is slightly less than the full cash value that the secondary property tax levy is currently based on, a slight decline in assessed value is expected. Proposition 117 also limits the growth of limited property values to 5% annually. This is a significant change from the current law that does not limit the level of growth in full cash value. For this reason assessed value growth for FY's 2017, 2018 and beyond is projected at 3% annually.

### **Glendale's G.O. Debt Policy and Secondary Property Tax Rate Implications**

The FY 2014 capital budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that included a secondary property tax rate increase of \$0.3054 in FY 2013, followed by an increase of \$0.1162 for FY 2014. This increase follows a period of 18 consecutive years where the total property rate tax was either held flat or reduced since FY 1995.

During the spring 2012 budget workshop discussions, Council approved a two-step secondary property tax rate increase of \$0.3054 in each of the next two fiscal years. The first step was implemented in FY 2013.

During the 2013 budget workshops, the City Manager's Recommended FY 2014-23 Capital Improvement plan recommended an increase of \$0.1162 instead of the \$0.3054 increase that was originally planned. Council implemented the \$0.1162 with the adoption of the FY 2014 budget. The higher secondary rate is expected to be in effect through FY 2018 based on the most current information available about future assessed valuation for property within Glendale's corporate limits. The higher rate is required simply to pay for existing debt service for the G.O. bond program. For the future, the secondary property tax rate will continue to be reviewed annually with Council to ensure a five year balanced capital plan.

This rate change means the city's secondary rate will increase from \$1.6753/\$100 of assessed valuation in FY 2013 to \$1.7915 in FY 2014; the city's primary property tax rate also was increased from \$0.2252 in FY 2013 to \$0.4974 in FY 2014. The city's total property tax rate will change from \$1.9005 to \$2.2889/\$100 of assessed valuation.

Debt Table 4 summarizes annual debt service requirements for existing bonds outstanding. Since there are no new G.O. bond issuances planned through FY 2018, no planned additional debt



service is shown. You will see that the secondary assessed valuation figures reflect the declines discussed previously. Debt Table 4 also reflects:

- the Build America Bond (BAB) subsidy related to the G.O. bonds sold in 2010; and
- the development impact fee Citywide Recreation Facilities Fund (Fund 1480) debt service contributions related to the Foothills Recreation and Aquatic Center that was funded with proceeds from the 2004 G.O. bond sale.

The BAB subsidy and development impact fee debt service contributions directly reduce the debt service to be cover by secondary property tax revenue and help address the shortfall between the annual debt service requirements and secondary property tax revenue. The G.O. Debt Service Fund balance will be used to cover the overall shortfall between the total annual resources and the annual debt service.

**Debt Table 4**  
**Secondary Assessed Valuation & Tax Rate, Resources and Debt**  
(All Dollars in Thousands with Exception of Tax Rate)

<b>Fiscal Year</b>	<b>Secondary Assessed Valuation</b>	<b>Estimated Secondary Property Tax Rate</b>	<b>Estimated Secondary Property Tax Rev.<sup>1</sup></b>	<b>Build America Bond Subsidy</b>	<b>Fund 1480 DIF Payment</b>	<b>Total Resources</b>	<b>Total Debt Service</b>
<b>2014</b>	\$1,050,894	\$1.7915	\$18,977	\$647	\$209	\$19,833	\$22,735
<b>2015</b>	\$1,151,638	\$1.7915	\$20,782	\$633	\$210	\$21,625	\$25,773
<b>2016</b>	\$1,151,184	\$1.7915	\$20,773	\$618	\$211	\$21,603	\$23,644
<b>2017</b>	\$1,185,720	\$1.7915	\$21,392	\$593	\$211	\$22,196	\$23,585
<b>2018</b>	\$1,221,291	\$1.7915	\$22,029	\$566	\$210	\$22,806	\$22,964

<sup>1</sup>Includes esimated SRP In-Lieu revenue of \$150,000 per fiscal year

Despite having sufficient voter authorization and debt capacity, Debt Table 5 (on the following page), shows the city of Glendale is restricted from issuing additional G.O. debt through FY 2018 given the declining fund balance and the requirement to maintain an ending fund balance that is at least 10% of the next FY’s debt service. , The current secondary property tax rate of \$1.7915 is just enough to cover existing debt and maintain a five-year balance capital plan. In order to issue additional bonds in the future, the city will need to either: experience better than projected positive changes in assessed valuation, pay off existing debt, raise property taxes further or a combination thereof.



**Debt Table 5**  
**Secondary Property Tax Debt Obligations**  
 (All Dollars in Thousands)

<b>Fiscal Year</b>	<b>Beginning Fund Balance (A)</b>	<b>Annual Resources<sup>1</sup> (B)</b>	<b>DIF Payment (C)</b>	<b>Debt Service<sup>2</sup> (D)</b>	<b>Ending Fund Balance (A+B+C-D)</b>	<b>Ending Fund Balance Less DIF Payment (A+B-D)</b>	<b>Fund Balance to Next Year Debt Service</b>
<b>2014</b>	13,014	19,624	209	22,735	10,113	9,903	38%
<b>2015</b>	10,113	21,415	210	25,773	5,965	5,755	24%
<b>2016</b>	5,965	21,392	211	23,644	3,924	3,713	16%
<b>2017</b>	3,924	21,985	211	23,585	2,535	2,324	10%
<b>2018</b>	2,535	22,596	210	22,964	2,377	2,167	11%

FY 2019 Debt Service: \$20,603,419

<sup>1</sup>Includes secondary property tax, SRP In-Lieu and Build America Bond Subsidy

<sup>2</sup>Includes principal, interest, fees and arbitrage

The following tables provide detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for each secondary property tax funded debt obligation in which city currently pays debt service. The Water/Sewer portion of the 2003 General Obligation issuance is not included here since the debt service is not covered by secondary property tax revenue. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.



**General Obligation Bonds, Series 2003 (1 of 2)**

**\$66,400,000 (Original Issuance)**

Issued April 1, 2003 with Semi-Annual Payments from January 1, 2003 to July 1, 2018

Interest Accrues at Rates Between 1.500% & 5.000%

"Aa2" Moody Rating | "AA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	48,190,000	19,137,948	67,327,948
<b>2014</b>	-	<b>86,700</b>	<b>86,700</b>
2015	-	86,700	86,700
2016	-	86,700	86,700
2017	-	86,700	86,700
2018	4,335,000	86,700	4,421,700
<b>Total</b>	<b>52,525,000</b>	<b>19,571,448</b>	<b>72,096,448</b>

**General Obligation Bonds, Series 2004**

**\$36,645,000**

Issued July 1, 2004 with Semi-Annual Payments from January 1, 2005 to July 1, 2019

Interest Accrues at Rates Between 3.000% & 5.000%

"Aa2" Moody Rating | "AA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	19,480,000	10,774,294	30,254,294
<b>2014</b>	<b>2,550,000</b>	<b>778,894</b>	<b>3,328,894</b>
2015	2,665,000	670,519	3,335,519
2016	2,795,000	560,588	3,355,588
2017	2,915,000	441,800	3,356,800
2018	3,050,000	296,050	3,346,050
2019	3,190,000	143,550	3,333,550
<b>Total</b>	<b>36,645,000</b>	<b>13,665,695</b>	<b>50,310,695</b>

**DEBT SERVICE BUDGET**  
**Secondary Property Tax Funded Debt**



<p><b>General Obligation Bonds, Series 2005</b>  <b>\$11,960,000</b></p> <p>Issued July 1, 2005 with Semi-Annual Payments from January 1, 2006 to July 1, 2015                  Interest Accrues at Rates Between 3.500% &amp; 4.000%                  "Aa2" Moody Rating   "AA" Standard &amp; Poor's Rating</p>			
<p>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.</p>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	9,220,000	2,476,793	11,696,793
<b>2014</b>	<b>1,345,000</b>	<b>107,919</b>	<b>1,452,919</b>
2015	1,395,000	55,800	1,450,800
Total	11,960,000	2,640,512	14,600,512

<p><b>General Obligation Bonds, Series 2006A</b>  <b>\$29,365,000</b></p> <p>Issued July 1, 2006 with Semi-Annual Payments from January 1, 2007 to July 1, 2021                  Interest Accrues at Rates Between 4.000% &amp; 5.000%                  "Aa2" Moody Rating   "AA" Standard &amp; Poor's Rating</p>			
<p>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.</p>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	11,455,000	7,898,756	19,353,756
<b>2014</b>	<b>1,925,000</b>	<b>808,282</b>	<b>2,733,282</b>
2015	2,000,000	712,031	2,712,031
2016	2,080,000	632,031	2,712,031
2017	2,170,000	528,031	2,698,031
2018	2,260,000	438,519	2,698,519
2019-2021	7,475,000	693,581	8,168,581
Total	29,365,000	11,711,231	41,076,231



**DEBT SERVICE BUDGET**  
**Secondary Property Tax Funded Debt**

**General Obligation Bonds, Series 2006B**

**\$9,065,000**

Issued July 1, 2006 with Semi-Annual Payments from January 1, 2007 to July 1, 2015

Interest Accrues at a Rate of 5.000%

"Aa2" Moody Rating | "AA" Standard & Poor's Rating

The bond proceeds were used to advance refund the 2011-2015 maturities of the City of Glendale General Obligation Bonds Series June 2000.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	5,150,000	2,998,783	8,148,783
<b>2014</b>	<b>1,905,000</b>	<b>195,750</b>	<b>2,100,750</b>
2015	2,010,000	100,500	2,110,500
Total	9,065,000	3,295,033	12,360,033

**General Obligation Bonds, Series 2007**

**\$61,000,000**

Issued June 26, 2007 with Semi-Annual Payments from January 1, 2008 to July 1, 2022

Interest Accrues at Rates Between 4.000% & 5.000%

"Aa2" Moody Rating | "AA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	20,040,000	14,251,064	34,291,064
<b>2014</b>	<b>3,805,000</b>	<b>1,885,438</b>	<b>5,690,438</b>
2015	3,960,000	1,723,725	5,683,725
2016	4,120,000	1,555,425	5,675,425
2017	4,290,000	1,380,325	5,670,325
2018	4,485,000	1,187,275	5,672,275
2019-2022	20,300,000	2,440,800	22,740,800
Total	61,000,000	24,424,052	85,424,052



**General Obligation Bonds, Series 2009B**  
**(Taxable Direct-Pay Build America Bond)**  
**\$41,650,000**

Issued December 8, 2009 with Semi-Annual Payments from July 1, 2010 to July 1, 2030  
 Interest Accrues at Rates Between 1.500% & 5.600%  
 "Aa2" Moody Rating | "AA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	3,845,000	6,734,332	10,579,332
<b>2014</b>	<b>1,315,000</b>	<b>1,849,202</b>	<b>3,164,202</b>
2015	1,335,000	1,809,753	3,144,753
2016	1,880,000	1,766,365	3,646,365
2017	1,920,000	1,694,925	3,614,925
2018	1,970,000	1,618,125	3,588,125
2019-2030	29,385,000	11,071,063	40,456,063
<b>Total</b>	<b>41,650,000</b>	<b>26,543,765</b>	<b>68,193,765</b>

**General Obligation Refunding Bonds, Series 2010**  
**\$38,300,000**

Issued November 30, 2010 with Semi-Annual Payments from July 1, 2011 to July 1, 2022  
 Interest Accrues at Rates Between 2.000% & 5.000%  
 "Aa1" Moody Rating | "AA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	4,312,599	4,312,599
<b>2014</b>	<b>2,475,000</b>	<b>1,667,600</b>	<b>4,142,600</b>
2015	5,645,000	1,568,600	7,213,600
2016	6,500,000	1,342,800	7,842,800
2017	6,750,000	1,082,800	7,832,800
2018	2,100,000	812,800	2,912,800
2019-2022	14,830,000	1,630,700	16,460,700
<b>Total</b>	<b>38,300,000</b>	<b>12,417,899</b>	<b>50,717,899</b>



## **EXCISE TAX FUNDED DEBT**

Council's Capital Assets and Debt Management financial policies for excise funded debt states that debt service will not exceed 10% of the 5-year average of the General Fund Groups' ongoing revenue. Funding sources included under this category include Municipal Property Corporation (MPC) bonds, Public Facilities Corporation (PFC) bonds, lease obligations, inter-fund loans and community facilities districts (CFD). Currently the city has MPC, lease and inter-fund loan obligations. This specific financial policy is new with Council's adoption of the FY 2014 budget. While the city currently is not in compliance with the 10% guideline as explained below, the policy is a very important goal for the city to attain as soon as possible to free up General Fund operating dollars for other purposes. Glendale's current excise funded debt obligations are described below.

### **Municipal Property Corporation Bonds**

The city of Glendale currently has 11 MPC issuances, eight of which are senior lien obligations. Two senior and two subordinate MPC bonds were issued on December 27, 2012 to refund 2003A MPC bonds, 2004A MPC Bonds, a portion of the 2006A MPC bonds and all PFC bonds related to the Spring Training Facility. The city has no remaining PFC debt service obligations after this refunding.

In addition to the Council financial policies mentioned above, the city's bond covenants identify the city as pledging a certain amount of unrestricted excise tax revenue that varies depending on whether the liens are senior or subordinate liens. The city's bond covenant for senior liens is unrestricted excise tax revenue of at least three times the debt service in any given year. The covenant is two times the revenue for debt service on both senior and subordinate liens.

Unrestricted excise tax is defined as all excise, transaction privilege, franchise and income taxes that the City collects or may collect in the future, and which are allocated or apportioned to the City by the State. Exceptions are any excise, transaction privilege, franchise and income taxes that Arizona law restricts for other purposes such as the motor vehicle fuel tax, or taxes that have been approved at an election within the City and are restricted to certain uses such as the City's existing public safety tax and transportation tax. This means General Fund revenues normally allocated for operating budget purposes must be allocated for MPC debt service if the excise tax revenues generated on site of MPC bond-funded facilities are insufficient to pay the annual debt service. Currently, and in past FYs, the General Fund operating budget contribution, backed by unrestricted excise taxes, is reflected as a transfer from the General Fund to the MPC debt service fund in Schedule 4 of this document. For FY 2014, the General Fund transfer to the MPC debt service fund is budgeted at \$21.3 million; this is \$21.3 million that cannot be used for other operating budget needs. While the table below indicates the city has potential MPC bond capacity given coverage ratios in excess of the minimum required, additional issuances of MPC bonds that increase outstanding debt service will further strain the overall General Fund operating budget.

**Debt Table 6**  
**Excise Tax Debt Obligations**

<b>Fiscal Year</b>	<b>Unrestricted Excise Tax (A)</b>	<b>Senior Lien Obligations (B)</b>	<b>Subordinate Lien Obligations (C)</b>	<b>Total Excise Obligations (B+C)</b>	<b>Senior Covenant (A/B)</b>	<b>Subordinate Covenant (A/(B+C))</b>
<b>2014</b>	125,092,625	17,773,656	11,722,480	29,496,136	7.04	4.24
<b>2015</b>	128,169,806	17,953,220	13,535,440	31,488,660	7.14	4.07
<b>2016</b>	133,562,594	18,066,222	13,921,640	31,987,862	7.39	4.18
<b>2017</b>	139,321,838	21,996,626	9,473,705	31,470,331	6.33	4.43
<b>2018</b>	122,684,952	21,761,228	9,473,705	31,234,933	5.64	3.93

**Inter-Fund Loan**

The General Fund is presently responsible for re-paying inter-fund loans associated with funds borrowed from the Water/Sewer, Landfill, Sanitation, Technology Replacement and Vehicle Replacement Funds related to operating costs at Jobing.com Arena during FY’s 2011 and 2012. In total the General Fund is scheduled to pay \$117.8 million in principal and interest through Fiscal Year 2037.

**Lease Obligations**

Beyond the Council’s financial policy for excise tax funded debt, there currently isn’t a policy specifically related to lease obligations. The city presently has three general fund lease obligations including a 2011 lease refinance for the:

- Northern Crossing and Hickman property purchases,
- Repayment of funds received from the Arizona Department of Transportation for land intended for usage by the Glendale Airport,
- 2007 fire truck and equipment lease and
- Parks & Recreation copier lease.

Detailed information regarding lease payments can be found in *Schedule 8: Lease Payments*.

**Conclusion**

Debt Table 7 below shows the excise tax funded debt obligations for FY’s 2014 through FY 2018 compared to ongoing general fund revenue. As previously stated Glendale does not currently comply with the guidelines set forth in the Capital Asset and Debt Management financial policy. However, after reaching a peak in FY 2016, debt obligations begin to decrease and the debt to revenue percentage gradually approach the 10% goal.



**Debt Table 7**  
**Excise Tax Debt Obligations**

<b>Fiscal Year</b>	<b>Ongoing GF Revenue<sup>1</sup> (A)</b>	<b>MPC Debt Service (B)</b>	<b>Lease Obligation (C)</b>	<b>Inter-Fund Loan (D)</b>	<b>Total Obligation (B+C+D)</b>	<b>Debt Service to Revenue (B+C+D)/A</b>
<b>2014</b>	190,818,443	29,496,136	1,332,185	1,841,347	32,669,668	17.1%
<b>2015</b>	197,133,347	31,488,660	1,801,434	1,843,202	35,133,296	17.8%
<b>2016</b>	197,133,347	31,987,862	3,356,789	1,844,699	37,189,350	18.9%
<b>2017</b>	197,133,347	31,470,331	3,305,195	2,240,837	37,016,363	18.8%
<b>2018</b>	197,133,347	31,234,933	3,305,095	2,496,100	37,036,128	18.8%

<sup>1</sup>Estimated FY 2014 revenue is used for FY 2014; five year average of FY 2014-2018 estimated revenue is used for FY's 2015-2018

The following tables provide detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for each excise tax funded debt obligation in which city currently pays debt service. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.



<p><b>Excise Tax Revenue Bonds, Series 2003B-Arena Taxable</b>  <b>Municipal Property Corporation</b>  <b>\$97,040,000</b></p> <p>Issued June 1, 2003 with Semi-Annual Payments from July 1, 2003 to July 1, 2033                  Interest Accrues at Rates Between 2.380% &amp; 5.580%                  "Aaa" Moody Rating   "AAA" Standard &amp; Poor's Rating</p>			
<p>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.</p>			
	<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>
	Prior Years	1,845,000	42,284,401
	<b>2014</b>	<b>575,000</b>	<b>5,232,442</b>
	2015	700,000	5,202,081
	2016	800,000	5,165,121
	2017	2,600,000	5,122,881
	2018	2,805,000	4,985,601
	2019-2033	87,715,000	42,747,450
	<b>Total</b>	<b>97,040,000</b>	<b>110,739,977</b>

<p><b>Excise Tax Revenue Bonds, Series 2006A-GRPSTC/Zanjero</b>  <b>Municipal Property Corporation</b>  <b>\$33,250,000</b></p> <p>Issued June 1, 2006 with Semi-Annual Payments from January 1, 2007 to July 1, 2026                  Interest Accrues at Rates Between 4.000% &amp; 5.000%                  "Aaa" Moody Rating   "AAA" Standard &amp; Poor's Rating</p>			
<p>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.</p>			
	<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>
	Prior Years	4,880,000	8,323,101
	<b>2014</b>	<b>1,465,000</b>	<b>1,185,562</b>
	2015	1,540,000	1,112,313
	2016	1,615,000	1,035,313
	2017	1,700,000	954,563
	2018	1,770,000	882,313
	2019-2026	17,520,000	3,696,500
	<b>Total</b>	<b>30,490,000</b>	<b>17,189,665</b>



**Excise Tax Revenue Bonds, Series 2008A-H/Conv/Media**

**Municipal Property Corporation**

**(Tax-Exempt)**

**\$32,315,000**

Issued June 1, 2008 with Semi-Annual Payments from January 1, 2009 to July 1, 2032

Interest Accrues at Rates Between 3.000% & 5.000%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

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).

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	95,000	6,587,278	6,682,278
<b>2014</b>	-	<b>1,462,256</b>	<b>1,462,256</b>
2015	240,000	1,462,256	1,702,256
2016	1,350,000	1,452,656	2,802,656
2017	1,405,000	1,398,656	2,803,656
2018	1,465,000	1,342,456	2,807,456
2019-2032	27,760,000	10,401,281	38,161,281
<b>Total</b>	<b>32,315,000</b>	<b>24,106,839</b>	<b>56,421,839</b>

**Excise Tax Revenue Bonds, Series 2008B-H/Conv/Media**

**Municipal Property Corporation**

**(Taxable)**

**\$52,780,000**

Issued June 1, 2008 with Semi-Annual Payments from January 1, 2009 to July 1, 2033

Interest Accrues at Rates Between 5.446% & 6.157%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

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).

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	2,915,000	13,889,563	16,804,563
<b>2014</b>	<b>1,030,000</b>	<b>3,010,174</b>	<b>4,040,174</b>
2015	1,345,000	2,954,081	4,299,081
2016	1,425,000	2,880,832	4,305,832
2017	1,495,000	2,803,226	4,298,226
2018	1,575,000	2,721,809	4,296,809
2019-2033	42,995,000	25,428,779	68,423,779
<b>Total</b>	<b>52,780,000</b>	<b>53,688,464</b>	<b>106,468,464</b>



<p><b>Excise Tax Revenue Bonds, Series 2008C-H/Conv/Media</b>  <b>Municipal Property Corporation</b>  <b>(Taxable)</b>  <b>\$9,140,000</b></p> <p>Issued June 1, 2008 with Semi-Annual Payments from January 1, 2009 to July 1, 2015                  Interest Accrues at Rates Between 3.958% &amp; 5.019%                  "Aaa" Moody Rating   "AAA" Standard &amp; Poor's Rating</p>			
<p>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).</p>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	6,790,000	1,225,858	8,015,858
<b>2014</b>	<b>1,350,000</b>	<b>115,922</b>	<b>1,465,922</b>
2015	1,000,000	50,190	1,050,190
Total	9,140,000	1,391,970	10,531,970

<p><b>Senior Lien Excise Tax Revenue Refunding Bonds Series 2012A</b>  <b>Municipal Property Corporation</b>  <b>\$8,665,000</b></p> <p>Issued June 1, 2012 with Semi-Annual Payments from July 1, 2012 to July 1, 2021                  Interest Accrues at Rates Between 3.000% &amp; 5.000%                  "A1" Moody Rating   "AA+" Standard &amp; Poor's Rating</p>			
<p>The Series 2012A bonds were issued to refund a portion of MPC Series 2003A, MPC Series 2004A and MPC Series 2006A-GRPSTC/Zanjero.</p>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	461,979	461,979
<b>2014</b>	<b>-</b>	<b>331,300</b>	<b>331,300</b>
2015	-	331,300	331,300
2016	-	331,300	331,300
2017	2,175,000	331,300	2,506,300
2018	1,950,000	253,050	2,203,050
2019-2021	4,540,000	364,050	4,904,050
Total	8,665,000	2,404,279	11,069,279



**Senior Lien Excise Tax Revenue Refunding Bonds Series 2012B**  
**Municipal Property Corporation**  
**\$39,620,000**

Issued July 1, 2013 with Semi-Annual Payments from July 1, 2013 to July 1, 2033  
 Interest Accrues at Rates Between 3.000% & 5.000%  
 "A1" Moody Rating | "AA+" Standard & Poor's Rating

The Series 2012A bonds were issued to refund a portion of MPC Series 2003A, MPC Series 2004A and MPC Series 2006A-GRPSTC/Zanjero.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	1,012,511	1,012,511
<b>2014</b>	-	<b>1,981,000</b>	<b>1,981,000</b>
2015	-	1,981,000	1,981,000
2016	-	1,981,000	1,981,000
2017	-	1,981,000	1,981,000
2018	-	1,981,000	1,981,000
2019-2033	39,620,000	19,421,750	59,041,750
<b>Total</b>	<b>39,620,000</b>	<b>30,339,261</b>	<b>69,959,261</b>

**Subordinate Excise Tax Revenue Refunding Bonds Series 2012C**  
**Municipal Property Corporation**  
**\$183,405,000**

Issued July 1, 2013 with Semi-Annual Payments from July 1, 2013 to July 1, 2038  
 Interest Accrues at a Rate of 4.000%  
 "A3" Moody Rating | "AA" Standard & Poor's Rating

The Series 2012C bonds were issued to refund a portion of MPC Series 2003A, MPC Series 2004A and PFC Series 2008A, 2008B and 2008C.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	4,431,461	4,431,461
<b>2014</b>	-	<b>8,670,250</b>	<b>8,670,250</b>
2015	-	8,670,250	8,670,250
2016	-	8,670,250	8,670,250
2017	-	8,670,250	8,670,250
2018	-	8,670,250	8,670,250
2019-2038	183,405,000	123,225,800	306,630,800
<b>Total</b>	<b>183,405,000</b>	<b>171,008,511</b>	<b>354,413,511</b>



**Subordinate Excise Tax Revenue Refunding Bonds Series 2012D**  
**Municipal Property Corporation**  
**\$16,850,000**

Issued July 1, 2013 with Semi-Annual Payments from July 1, 2013 to July 1, 2020  
 Interest Accrues at Rates Between 1.300% & 3.125%  
 "A3" Moody Rating | "AA" Standard & Poor's Rating

The Series 2012D bonds were issued to refund a portion of MPC Series 2003A, MPC Series 2004A and PFC Series 2008A, 2008B and 2008C.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	184,878	184,878
<b>2014</b>	<b>2,080,000</b>	<b>361,718</b>	<b>2,441,718</b>
2015	3,920,000	334,678	4,254,678
2016	4,365,000	275,878	4,640,878
2017	-	192,943	192,943
2018	-	192,943	192,943
2019-2020	6,485,000	331,693	6,816,693
<b>Total</b>	<b>16,850,000</b>	<b>1,874,731</b>	<b>18,724,731</b>

**Refunding Certificate of Participation - AMFP Series 14 - Arena**  
**Municipal Property Corporation**  
**\$5,055,000**

Issued June 28, 2002 with Semi-Annual Payments from February 1, 2003 to August 1, 2033  
 Interest Accrues at Rates Between 5.000% & 5.375%

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	2,078,100	2,078,100
<b>2014</b>	<b>-</b>	<b>259,763</b>	<b>259,763</b>
2015	-	259,763	259,763
2016	-	259,763	259,763
2017	-	259,763	259,763
2018	-	259,763	259,763
2019-2033	5,055,000	3,521,869	8,576,869
<b>Total</b>	<b>5,055,000</b>	<b>6,898,784</b>	<b>11,953,784</b>



**Refunding Certificate of Participation - AMFP Series 16 - Arena**  
**Municipal Property Corporation**  
**\$7,250,000**

Issued July 31, 2003 with Semi-Annual Payments from February 1, 2004 to August 1, 2033  
Interest Accrues at a Rate of 4.700%

The refunding certificates of participations were issued to refund and retire prior years outstanding Refunding Certificate of Participations.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	2,726,000	2,726,000
<b>2014</b>	-	<b>340,750</b>	<b>340,750</b>
2015	-	340,750	340,750
2016	-	340,750	340,750
2017	-	340,750	340,750
2018	-	340,750	340,750
2019-2033	7,250,000	5,281,625	12,531,625
<b>Total</b>	<b>7,250,000</b>	<b>9,711,375</b>	<b>16,961,375</b>

## **WATER & SEWER REVENUE FUNDED DEBT**

The city may sell bonds that pledge water/sewer utility revenues as payment for 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 known as 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.

### **General Obligation Bonds**

Approximately 5% of the FY 2014 water and sewer revenue funded debt service is for a 2003 G.O. bond issuance. While water and sewer revenue is being pledged to cover the debt service on this issuance, secondary property tax revenue would be used if water and sewer revenue became insufficient.

### **Water & Sewer Revenue Bonds**

Currently there is \$16.4M in water/sewer voter authorization that can be utilized for water/sewer revenue of G.O. bonds. However, \$10.0M was authorized in a 1999 election specifically to transition areas using septic systems to the city sewage system. The other \$6.4M is the remaining authorization from a bond election in 1987 in the amount of \$56M. Water/sewer voter authorization was last needed for a 2003 G.O. issuance, since then the city has 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.

Debt Table 8, on the following page includes water and sewer operating revenue, operating and maintenance expenses, existing debt service and the resulting coverage ratio of operating net revenue to debt service. Due to the recent deferral of non-essential growth related projects, prepayment and/or restructuring of water and sewer debt, and optimization processing efforts that have resulted in cost savings, a 1.2 coverage ratio is projected through FY 2018 without an rate increase. This projection will be revisited annually to account for any significant changes in assumptions about costs and revenues.



**Debt Table 8**  
**Water & Sewer Revenue Funded Debt**  
(All Dollars in Thousands)

<b>Fiscal Year</b>	<b>Revenue</b>	<b>O and M Expenses</b>	<b>Net Revenue</b>	<b>Debt Service</b>	<b>Revenue to Debt Service Ratio</b>
<b>2014</b>	78,262	49,002	29,260	24,207	1.21
<b>2015</b>	84,652	50,502	34,150	26,737	1.28
<b>2016</b>	84,649	50,502	34,146	26,726	1.28
<b>2017</b>	84,649	52,002	32,646	26,705	1.22
<b>2018</b>	84,457	52,002	32,455	26,704	1.22

The FY 2014 rate recommendation for the water/sewer enterprise fund is for no change to the rates in effect at the end of FY 2013. 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 eliminated 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.

The following tables provide detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for each water/sewer revenue funded debt obligation in which city currently pays debt service. While the Water/Sewer debt service portion of the 2003 G.O. issuance may be paid with secondary property tax, it is preferable and is the present practice for water and sewer revenue to cover the payments. For this reason, the water/sewer portion of the issuance is included under the Water & Sewer Revenue Funded debt. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.



<p><b>General Obligation Bonds, Series 2003 (2 of 2)</b>  <b>\$66,400,000 (Original Issuance)</b>                  Issued April 1, 2003 with Semi-Annual Payments from July 1, 2003 to July 1, 2018                  Interest Accrues at Rates Between 1.500% &amp; 5.000%                  "Aa2" Moody Rating   "AA" Standard &amp; Poor's Rating</p>				
<p>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)).</p>				
	<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
	Prior Years	8,360,000	3,224,338	11,584,338
	<b>2014</b>	<b>1,020,000</b>	<b>240,050</b>	<b>1,260,050</b>
	2015	1,060,000	189,050	1,249,050
	2016	1,100,000	136,050	1,236,050
	2017	1,145,000	81,050	1,226,050
	2018	1,190,000	23,800	1,213,800
	<b>Total</b>	<b>13,875,000</b>	<b>3,894,338</b>	<b>17,769,338</b>

<p><b>Subordinate Lien Water &amp; Sewer Revenue Obligations, Series 2006</b>  <b>\$80,000,000</b>                  Issued February 7, 2006 with Semi-Annual Payments from July 1, 2006 to July 1, 2026                  Interest Accrues at Rates Between 4.000% &amp; 5.250%                  "Aaa" Moody Rating   "AAA" Standard &amp; Poor's Rating</p>				
<p>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.</p>				
	<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
	Prior Years	10,790,000	26,861,863	37,651,863
	<b>2014</b>	<b>3,925,000</b>	<b>3,237,619</b>	<b>7,162,619</b>
	2015	4,140,000	3,031,556	7,171,556
	2016	4,355,000	2,814,206	7,169,206
	2017	4,570,000	2,596,456	7,166,456
	2018	4,800,000	2,367,956	7,167,956
	2019-2026	47,420,000	9,940,425	57,360,425
	<b>Total</b>	<b>80,000,000</b>	<b>50,850,081</b>	<b>130,850,081</b>



**Subordinate Lien Water & Sewer Revenue Obligations, Series 2007**

**\$44,500,000**

Issued June 15, 2007 with Semi-Annual Payments from January 1, 2008 to July 1, 2027

Interest Accrues at Rates Between 4.250% & 5.000%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

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.

Fiscal Year	Principal	Interest	Total
Prior Years	7,265,000	12,166,491	19,431,491
<b>2014</b>	<b>1,930,000</b>	<b>1,806,550</b>	<b>3,736,550</b>
2015	2,010,000	1,722,113	3,732,113
2016	2,110,000	1,621,613	3,731,613
2017	2,215,000	1,516,113	3,731,113
2018	2,330,000	1,405,363	3,735,363
2019-2027	26,640,000	6,953,325	33,593,325
Total	44,500,000	27,191,568	71,691,568

**Subordinate Lien Water & Sewer Revenue Obligations, Series 2008**

**\$65,500,000**

Issued February 1, 2008 with Semi-Annual Payments from July 1, 2008 to July 1, 2028

Interest Accrues at Rates Between 3.000% & 5.000%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

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.

Fiscal Year	Principal	Interest	Total
Prior Years	11,940,000	13,355,163	25,295,163
<b>2014</b>	<b>2,630,000</b>	<b>2,429,213</b>	<b>5,059,213</b>
2015	2,730,000	2,330,588	5,060,588
2016	2,840,000	2,221,388	5,061,388
2017	2,950,000	2,107,788	5,057,788
2018	3,070,000	1,989,788	5,059,788
2019-2028	39,340,000	11,257,663	50,597,663
Total	65,500,000	35,691,591	101,191,591



**Subordinate Lien Water & Sewer Revenue Obligations, Series 2012**  
**\$77,635,000**

Issued July 1, 2012 with Semi-Annual Payments from July 1, 2012 to July 1, 2028  
 Interest Accrues at Rates Between 2.000% & 5.000%  
 "Aa3" Moody Rating | "AA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	5,012,679	5,012,679
<b>2014</b>	<b>1,725,000</b>	<b>3,594,750</b>	<b>5,319,750</b>
2015	4,290,000	3,560,250	7,850,250
2016	4,465,000	3,388,650	7,853,650
2017	4,640,000	3,210,050	7,850,050
2018	4,875,000	2,978,050	7,853,050
2019-2028	57,640,000	17,127,050	74,767,050
<b>Total</b>	<b>77,635,000</b>	<b>38,871,479</b>	<b>116,506,479</b>

**Subordinate Lien Water & Sewer Revenue Obligations, Series 2010A**  
**(Taxable Direct Pay Build America Bonds)**  
**\$25,685,000**

Issued November 30, 2010 with Semi-Annual Payments from July 1, 2011 to July 1, 2030  
 Interest Accrues at Rates Between 6.200% & 6.550%  
 "Aa3" Moody Rating | "AA+" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	4,238,268	4,238,268
<b>2014</b>	<b>-</b>	<b>1,638,858</b>	<b>1,638,858</b>
2015	-	1,638,858	1,638,858
2016	-	1,638,858	1,638,858
2017	-	1,638,858	1,638,858
2018	-	1,638,858	1,638,858
2019-2030	25,685,000	17,326,705	43,011,705
<b>Total</b>	<b>25,685,000</b>	<b>29,759,263</b>	<b>55,444,263</b>



## HURF REVENUE FUNDED DEBT

### HURF Revenue Bonds

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 G.O. 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.

A planned FY 2015 HURF revenue bond issuance will use \$28.0 million or 41.6% of the current \$67.2 million in remaining voter authorization for the Streets/Parking category. The remaining voter authorization for Streets/Parking will be \$39.2 million for future G.O. or HURF bond issuances (refer to Debt Table 1). The state changed the amount of revenue available for distribution beginning in FY 2009 at the same time HURF revenues were declining due to lower volumes of gas being sold. Therefore, impact fees for roadways, transportation sales tax revenue and secondary property tax revenue have covered a portion of HURF debt service in prior FYs. However, with the FY 2014 budget, the HURF fund will cover 100% of current and proposed debt service.

Debt Table 9 summarizes the debt service ratio for HURF bonds and shows the city adheres to both state law and more stringent cap of .45.

**Debt Table 9**  
**Street Revenue Bonds**  
(All Dollars in Thousands)

<b>Fiscal Year</b>	<b>Highway User Tax Revenues<sup>1</sup></b>	<b>Existing Debt Service</b>	<b>Proposed Debt Service</b>	<b>Total Debt Service</b>	<b>Annual Coverage</b>	<b>Debt Service to Prev. Year Revenue %</b>
<b>2013</b>	\$12,759	\$4,709	\$0	\$4,709	2.71	N/A
<b>2014</b>	\$12,791	\$4,696	\$0	\$4,696	2.72	37%
<b>2015</b>	\$12,817	\$1,958	\$3,670	\$5,628	2.28	44%
<b>2016</b>	\$12,842	\$1,976	\$3,670	\$5,646	2.27	44%
<b>2017</b>	\$12,868	\$0	\$3,670	\$3,670	3.51	29%
<b>2018</b>	\$12,894	\$0	\$3,670	\$3,670	3.51	29%

<sup>1</sup>FY 2013 estimated revenue; FY 2014-2018 projected revenues

The following tables provide detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for each HURF revenue funded debt obligation in which city currently pays debt service. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.



<p><b>Street and Highway User Revenue and Refunding Bonds, Series 2004</b>  <b>\$14,655,000</b></p> <p>Issued June 1, 2004 with Semi-Annual Payments from July 1, 2005 to July 1, 2014                  Interest Accrues at Rates Between 2.500% &amp; 4.000%                  "Aaa" Moody Rating   "AAA" Standard &amp; Poor's Rating</p>			
<p>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.</p>			
	<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>
	Prior Years	12,035,000	3,504,666
	<b>2014</b>	<b>2,620,000</b>	<b>104,800</b>
	Total	14,655,000	3,609,466

<p><b>Street and Highway User Revenue Bonds, Series 2006</b>  <b>\$15,745,000</b></p> <p>Issued April 11, 2006 with Semi-Annual Payments from July 1, 2007 to July 1, 2016                  Interest Accrues at Rates Between 4.000% &amp; 5.000%                  "Aaa" Moody Rating   "AAA" Standard &amp; Poor's Rating</p>			
<p>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.</p>			
	<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>
	Prior Years	10,310,000	3,518,369
	<b>2014</b>	<b>1,735,000</b>	<b>226,075</b>
	2015	1,805,000	148,000
	2016	1,895,000	75,800
	Total	15,745,000	3,968,244



## TRANSPORTATION SALES TAX FUNDED DEBT

### Transportation Sales Tax Revenue Obligations

Transportation sales tax revenue currently supports the debt service for a FY 2008 revenue obligation. A minimum debt coverage ratio of 2.0 was established at the time of the FY 2008 issuance. There is an anticipated issuance of \$15.0 million in FY 2014 with debt service payments beginning in FY 2015. Voter authorization is not required for Transportation Sales Tax Revenue Obligations.

Debt Table 10 below summarizes annual revenue expected from the designated sales tax, future bond sale amounts, existing and proposed debt service, and the resulting coverage ratio. The table shows that the transportation sales tax revenue to debt service ratio meets the 2.0 coverage requirement established in FY 2008. Please see the *Glendale Onboard Annual Report* for more information.

**Debt Table 10**  
**Transportation Revenue Bonds**  
(All Dollars in Thousands)

<b>Fiscal Year</b>	<b>Transportation Sales Tax Revenue</b>	<b>Bond Issuance</b>	<b>Existing Debt Service</b>	<b>Proposed Debt Service</b>	<b>Total Debt Service</b>	<b>Annual Coverage</b>
<b>2014</b>	\$22,358	\$15,000	\$7,331	\$0	\$7,331	3.05
<b>2015</b>	\$22,739	\$0	\$7,331	\$1,118	\$8,449	2.69
<b>2016</b>	\$23,536	\$0	\$7,331	\$1,118	\$8,449	2.79
<b>2017</b>	\$24,360	\$0	\$7,332	\$1,118	\$8,450	2.88
<b>2018</b>	\$25,213	\$0	\$7,335	\$1,118	\$8,453	2.98

The following table provides detailed information including issuance amount, issuance date, interest rates, credit ratings and description of uses for the Transportation Sales Tax funded debt obligation in which city currently pays debt service. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.

**DEBT SERVICE BUDGET**  
**Transportation Sales Tax Funded Debt**



**Transportation Excise Tax Revenue Obligations, Series 2007**

**\$109,110,000**

Issued October 16, 2007 with Semi-Annual Payments from July 1, 2008 to July 1, 2032

Interest Accrues at Rates Between 4.000% & 5.000%

"Aaa" Moody Rating | "AAA" Standard & Poor's Rating

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.

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	17,970,000	25,998,459	43,968,459
<b>2014</b>	<b>3,125,000</b>	<b>4,201,080</b>	<b>7,326,080</b>
2015	3,250,000	4,076,081	7,326,081
2016	3,380,000	3,946,081	7,326,081
2017	3,550,000	3,777,081	7,327,081
2018	3,730,000	3,599,581	7,329,581
2019-2032	74,105,000	28,487,700	102,592,700
<b>Total</b>	<b>109,110,000</b>	<b>74,086,063</b>	<b>183,196,063</b>



## LANDFILL REVENUE FUNDED DEBT

### Landfill Revenue Bonds

The last landfill revenue funded debt service payment was made in FY 2009 for a FY 2000 bond issuance. A number of landfill bond issuances are planned in the next five years, the first of which is expected to be an \$8.9M issuance to address the capital costs of closing the south end of the landfill. The issuance may occur as early as FY 2014 and is contingent on the capacity for additional refuse. There is no current bond covenant or city policy related to Landfill debt; a bond covenant will be established when the future bond issuance occurs.

Debt Table 11 shows the estimated operating, inter-fund loan proceed and bond issuance revenue, as well as, operating, capital and potential debt service expenses for FY's 2014 through 2018. To be conservative, revenue is held constant through FY 2018. The last column of the table shows that without increased revenue, the Landfill fund balance is likely to diminish as a result of the rising debt service payments. As of June 30, 2013 the remaining landfill voter authorization was \$15.5M (see Debt Table 1). Additional voter authorization will be needed prior to the planned FY 2016 bond issuance.

**Debt Table 11**  
**Landfill Revenue and Expenses**  
(All Dollars in Thousands)

Fiscal Year	Revenues			Expenses			Change in Fund Balance
	Operating	Interfund Loan Proceeds	Bond Issuance <sup>1</sup>	O and M	Capital	Debt Service	
<b>2014</b>	7,841	1,166	8,850	7,092	11,219	768	(1,222)
<b>2015</b>	7,841	920	7,500	7,212	8,222	1,510	(682)
<b>2016</b>	7,841	920	13,741	7,212	14,199	2,547	(1,455)
<b>2017</b>	7,841	1,256	1,043	7,645	1,521	3,379	(2,405)
<b>2018</b>	7,841	1,259	6,000	7,645	6,136	4,628	(3,309)

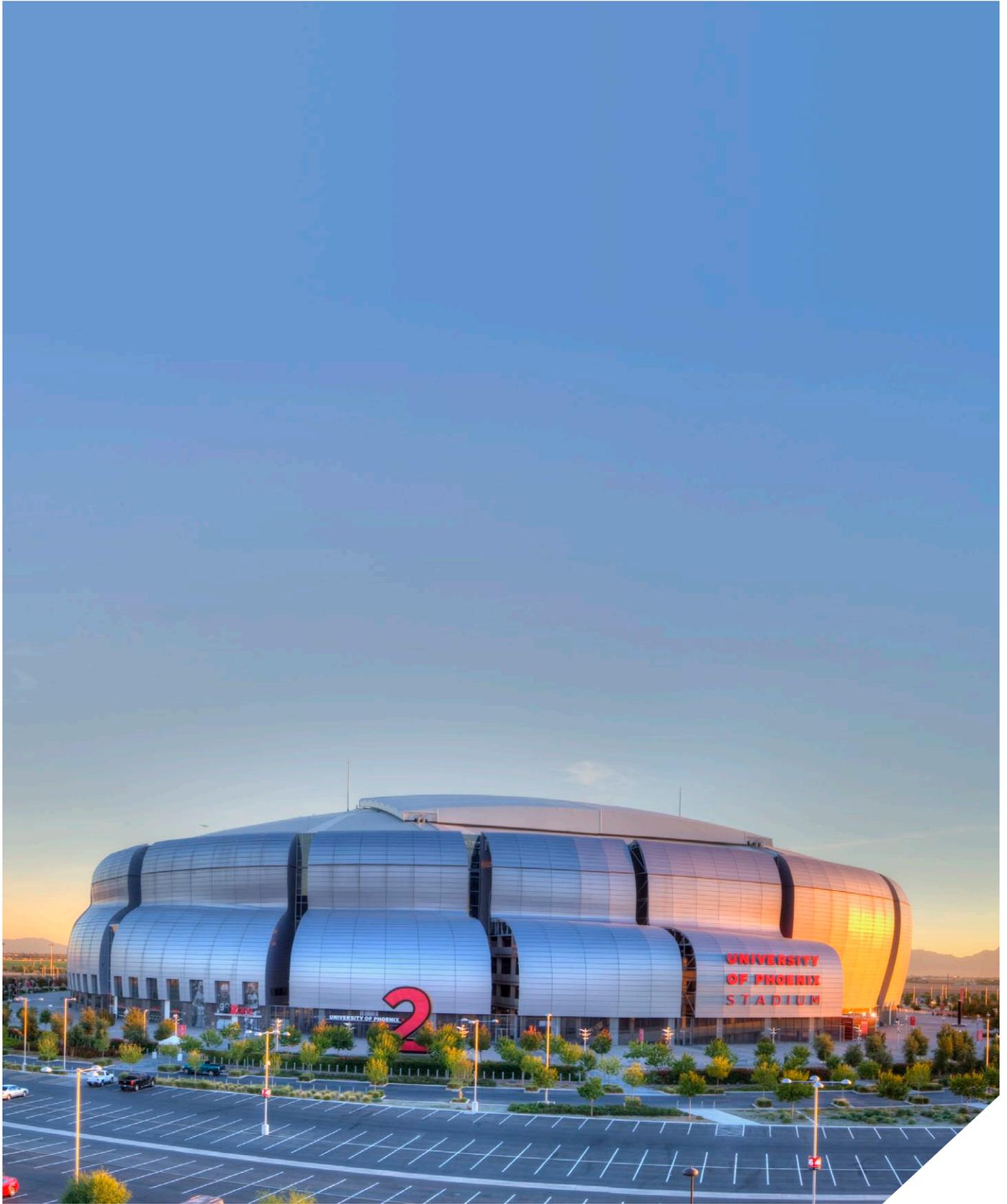
<sup>1</sup> Additional voter authorization would be required prior to planned FY 2016 bond issuance

The following table provides an estimated debt service schedule for a landfill revenue funded debt obligation. For a summary of all debt service obligations please see Schedule 7: Long Term Debt Service.

**DEBT SERVICE BUDGET**  
**Landfill Revenue Funded Debt**



<p><b>Landfill Revenue Bond</b>  <b>\$8,850,000</b>                  Issued TBD, with Semi-Annual Payments from January 1, 2014 to July 1, 2028                  Interest Accrues at a Rate of 3.500%</p>			
<p>The proceeds will be used for the closure of the south end of the landfill and opening of the north end if and when needed. Issuance date is to be determined if needed.</p>			
<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
Prior Years	-	-	-
<b>2014</b>	<b>457,616</b>	<b>305,781</b>	<b>763,397</b>
2015	473,773	289,624	763,397
2016	490,500	272,897	763,397
2017	507,817	255,579	763,396
2018	525,747	237,650	763,397
2019-2028	6,394,547	1,239,422	7,633,969
Total	8,850,000	2,600,953	11,450,953



## Schedules

Annual Budget, 2013-2014

## WHY HAVE 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 is a summary of the inflows and outflows and the effect on **fund balance**
- Schedule 2 is a multi-year look at **resources** and **uses** for major and non-major funds
- Schedule 3 is a multi-year look at **revenues** by individual fund
- Schedule 4 is a summary of scheduled **inter-fund transfers**
- Schedule 5 is a multi-year look at **operating expenditures**
- Schedule 6 is a multi-year look at **capital expenditures**
- Schedule 7 is a multi-year look at long-term **debt service** obligations
- Schedule 8 is a multi-year look at payment requirements for **leases**
- Schedule 9 is a listing of **internal services premiums** by fund and department
- Schedule 10 is a multi-year listing of departmental **authorized staffing** by position

Official Budget Forms per the State of Arizona Office of the Auditor General:

- Schedule A - Summary Schedule of Estimated Revenues and Expenditures/Expenses
- Schedule B - Tax Levy and Tax Rate Information
- Schedule C - Revenues Other Than Property Taxes
- Schedule D - Other Financing Sources/<Uses> and Interfund Transfers
- Schedule E - Expenditures/Expenses by Fund
- Schedule F - Expenditures/Expenses by Department
- Schedule G - Full-Time Employees and Personnel Compensation



**SCHEDULE ONE**  
**FY 2014 Fund Balance Analysis**

General Funds		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
1000	General	\$11,464,513	\$161,477,335	\$0	(\$36,528,243)	(\$127,678,222)	(\$690,270)	\$0	(\$8,045,113)	(\$136,413,605)	\$0
1010	National Events	\$334,904	\$0	\$0	\$0	\$0	\$0	\$0	(\$334,904)	(\$334,904)	\$0
1040	General Services	\$0	\$9,362,930	\$0	\$0	(\$9,362,930)	\$0	\$0	\$0	(\$9,362,930)	\$0
1100	Telephone Services	\$247,850	\$879,521	\$0	\$0	(\$885,104)	\$0	\$0	\$0	(\$885,104)	\$242,267
1120	Vehicle Replacement	\$3,775,159	\$1,929,297	\$0	\$0	(\$2,795,693)	\$0	\$0	\$0	(\$2,795,693)	\$2,908,763
1140	PC Replacement	\$2,047,602	\$1,923,115	\$0	\$0	(\$2,707,898)	\$0	\$0	\$0	(\$2,707,898)	\$1,262,819
1190	Employee Groups	\$39,790	\$22,500	\$0	\$0	(\$20,000)	\$0	\$0	\$0	(\$20,000)	\$42,290
1200	Utility Bill Donation	\$104,074	\$168,300	\$0	\$0	(\$200,000)	\$0	\$0	\$0	(\$200,000)	\$72,374
1210	Community Services Group Fund	\$639	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$639
1220	Arts Commission Fund	\$1,203,803	\$88,387	\$0	\$0	(\$206,677)	(\$150,000)	\$0	\$0	(\$356,677)	\$935,513
1240	Court Security/Bonds	\$272,272	\$395,412	\$0	\$0	(\$667,684)	\$0	\$0	\$0	(\$667,684)	\$0
1260	Library	\$61,905	\$183,088	\$0	\$0	(\$148,905)	\$0	\$0	\$0	(\$148,905)	\$96,088
1280	Youth Sports Complex	\$0	\$30,000	\$292,000	\$0	(\$322,000)	\$0	\$0	\$0	(\$322,000)	\$0
1281	Stadium Event Operations	\$0	\$733,203	\$2,310,390	\$0	(\$3,043,593)	\$0	\$0	\$0	(\$3,043,593)	\$0
1282	Arena Event Operations	\$0	\$283,470	\$10,396,898	\$0	(\$10,680,368)	\$0	\$0	\$0	(\$10,680,368)	\$0
1283	CamelbackRanch EventOperations	\$155,530	\$130,852	\$250,000	\$0	(\$57,334)	(\$479,048)	\$0	\$0	(\$536,382)	\$0
1740	Civic Center	\$0	\$421,849	\$214,331	\$0	(\$586,180)	(\$50,000)	\$0	\$0	(\$636,180)	\$0
1750	City Sales Tax-Bed Tax	\$0	\$618,352	\$37,079	\$0	(\$655,431)	\$0	\$0	\$0	(\$655,431)	\$0
1770	Zanjero Special Revenue	\$0	\$1,896,230	\$0	(\$1,896,230)	\$0	\$0	\$0	\$0	\$0	\$0
1780	Arena Special Revenue	\$0	\$6,267,820	\$0	(\$6,267,820)	\$0	\$0	\$0	\$0	\$0	\$0
1782	PFC Special Revenue Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1790	Stadium City Sales Tax - AZSTA	\$53,148	\$2,075,332	\$0	\$0	(\$2,128,480)	\$0	\$0	\$0	(\$2,128,480)	\$0
1870	Marketing Self Sust	\$674,881	\$382,500	\$270,145	\$0	(\$708,592)	\$0	\$0	\$0	(\$708,592)	\$618,934
2530	Training Facility Revenue Fund	\$190,888	\$1,487,700	\$0	\$0	(\$1,525,920)	\$0	\$0	\$0	(\$1,525,920)	\$152,668
2538	Glendale Health Center	\$85,886	\$61,250	\$0	\$0	(\$54,010)	\$0	\$0	\$0	(\$54,010)	\$93,126
<b>Sub-Total General Funds</b>		<b>\$20,712,844</b>	<b>\$190,818,443</b>	<b>\$13,770,843</b>	<b>(\$44,692,293)</b>	<b>(\$164,435,021)</b>	<b>(\$1,369,318)</b>	<b>\$0</b>	<b>(\$8,380,017)</b>	<b>(\$174,184,356)</b>	<b>\$6,425,481</b>
<b>Special Revenue Funds</b>											
1300	Home Grant	\$0	\$1,625,895	\$0	\$0	(\$1,625,895)	\$0	\$0	\$0	(\$1,625,895)	\$0
1310	Neighborhood Stabilization Pgm	\$0	\$1,320,000	\$0	\$0	(\$1,320,000)	\$0	\$0	\$0	(\$1,320,000)	\$0
1311	N'hood Stabilization Pgm III	\$0	\$1,601,026	\$0	\$0	(\$1,601,026)	\$0	\$0	\$0	(\$1,601,026)	\$0
1320	C.D.B.G.	\$0	\$3,194,359	\$0	\$0	(\$3,194,359)	\$0	\$0	\$0	(\$3,194,359)	\$0
1340	Highway User Gas Tax	\$18,750,761	\$12,791,191	\$0	(\$3,695,875)	(\$11,775,276)	\$0	\$0	\$0	(\$11,775,276)	\$16,070,801
1640	Local Transp. Assistance	\$0	\$666,707	\$0	(\$666,707)	\$0	\$0	\$0	\$0	\$0	\$0
1650	Transportation Grants	\$0	\$7,833,888	\$0	\$0	(\$129,592)	(\$7,704,296)	\$0	\$0	(\$7,833,888)	\$0
1660	Transportation Sales Tax	\$29,929,354	\$22,566,384	\$1,566,707	(\$31,141,268)	(\$12,380,915)	\$0	\$0	\$0	(\$12,380,915)	\$10,540,262
1700	Police Special Revenue	\$6,793,457	\$13,527,306	\$0	\$0	(\$15,627,787)	\$0	\$0	\$0	(\$15,627,787)	\$4,692,976
1720	Fire Special Revenue	\$201,534	\$6,621,242	\$0	\$0	(\$6,913,425)	\$0	\$0	\$0	(\$6,913,425)	(\$90,649)
1760	Airport Special Revenue	\$0	\$481,175	\$193,044	\$0	(\$674,219)	\$0	\$0	\$0	(\$674,219)	\$0
1820	CAP Grant	\$0	\$1,061,138	\$58,000	\$0	(\$1,119,138)	\$0	\$0	\$0	(\$1,119,138)	\$0
1830	Emergency Shelter Grants	\$34,832	\$174,160	\$0	\$0	(\$208,992)	\$0	\$0	\$0	(\$208,992)	\$0
1840	Grants	\$195,467	\$9,671,805	\$0	\$0	(\$7,867,272)	(\$2,000,000)	\$0	\$0	(\$9,867,272)	\$0
1842	ARRA Stimulus Grants	\$16,534	\$33,466	\$0	\$0	(\$50,000)	\$0	\$0	\$0	(\$50,000)	\$0
1860	RICO Funds	\$2,820,694	\$1,075,555	\$0	\$0	(\$3,896,249)	\$0	\$0	\$0	(\$3,896,249)	\$0
1880	Parks & Recreation Self Sust	\$101,658	\$1,161,746	\$0	\$0	(\$1,156,806)	\$0	\$0	\$0	(\$1,156,806)	\$106,598
1885	Parks & Recreation Designated	\$229,379	\$3,500	\$0	\$0	(\$129,368)	\$0	\$0	\$0	(\$129,368)	\$103,511
2120	Airport Capital Grants	\$0	\$12,654,269	\$0	\$0	\$0	(\$12,654,269)	\$0	\$0	(\$12,654,269)	\$0
<b>Sub-Total Special Revenue Funds</b>		<b>\$59,073,670</b>	<b>\$98,064,812</b>	<b>\$1,817,751</b>	<b>(\$35,503,850)</b>	<b>(\$69,670,319)</b>	<b>(\$22,358,565)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$92,028,884)</b>	<b>\$31,423,499</b>



**SCHEDULE ONE**  
**FY 2014 Fund Balance Analysis**

Debt Service Funds		Beginning Fund Balance	Projected Revenues	Transfer In	Transfer Out	Operations	Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
1900	G.O. Bond Debt Service	\$12,746,405	\$19,623,985	\$209,296	\$0	\$0	\$0	(\$22,729,785)	\$0	(\$22,729,785)	\$9,849,901
1920	HURF Debt Service	\$0	\$0	\$4,695,875	\$0	\$0	\$0	(\$4,695,875)	\$0	(\$4,695,875)	\$0
1930	PFC Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1940	M.P.C. Debt Service	\$2,111,113	\$0	\$29,496,137	\$0	\$0	\$0	(\$29,496,137)	\$0	(\$29,496,137)	\$2,111,113
1970	Transportation Debt Service	\$0	\$0	\$7,331,080	\$0	\$0	\$0	(\$7,331,080)	\$0	(\$7,331,080)	\$0
<b>Sub-Total Debt Service Funds</b>		<b>\$14,857,518</b>	<b>\$19,623,985</b>	<b>\$41,732,388</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$64,252,877)</b>	<b>\$0</b>	<b>(\$64,252,877)</b>	<b>\$11,961,014</b>
Capital Projects Funds											
1380	DIF Library Blds	\$1,743,195	\$6,204	\$0	\$0	\$0	\$0	\$0	(\$1,749,399)	(\$1,749,399)	\$0
1421+	DIF-Fire Protection Facilities	\$225,455	\$94,780	\$0	\$0	\$0	(\$8,614)	\$0	(\$311,621)	(\$320,235)	\$0
1441+	DIF-Police Facilities	\$1,361,864	\$82,258	\$0	\$0	\$0	(\$8,116)	\$0	(\$1,436,006)	(\$1,444,122)	\$0
1461+	DIF-Citywide Parks	\$309,518	\$52,762	\$0	\$0	\$0	(\$1,890)	\$0	(\$360,390)	(\$362,280)	\$0
1481+	DIF-Citywide Recreation Fac	\$1,062,148	\$55,364	\$0	(\$209,296)	\$0	(\$1,890)	\$0	(\$906,326)	(\$908,216)	\$0
1501+	DIF-Libraries	\$3,033,269	\$109,591	\$0	\$0	\$0	(\$209,572)	\$0	(\$2,933,288)	(\$3,142,860)	\$0
1520	DIF-Citywide Open Spaces	\$501,539	\$1,320	\$0	\$0	\$0	(\$261,363)	\$0	(\$241,496)	(\$502,859)	\$0
1541+	DIF-Parks Dev Zone 1	\$174,355	\$30,789	\$0	\$0	\$0	(\$122,712)	\$0	(\$82,432)	(\$205,144)	\$0
1561+	DIF-Parks Dev Zone 2	\$177,733	\$5,457	\$0	\$0	\$0	(\$134,519)	\$0	(\$48,671)	(\$183,190)	\$0
1581+	DIF-Parks Dev Zone 3	\$68,322	\$16,629	\$0	\$0	\$0	(\$44,585)	\$0	(\$40,366)	(\$84,951)	\$0
1601+	DIF-Roadway Improvements	\$1,976,922	\$289,282	\$0	\$0	\$0	(\$546,243)	\$0	(\$1,719,961)	(\$2,266,204)	\$0
1620	DIF-General Government	\$171,098	\$495	\$0	\$0	\$0	(\$10,842)	\$0	(\$160,751)	(\$171,593)	\$0
1980	Streets Constr. - 1999 Auth	\$3,144,689	\$0	\$0	\$0	\$0	(\$2,703,122)	\$0	(\$441,567)	(\$3,144,689)	\$0
2000	Hurf Street Bonds	\$280,088	\$1,264	\$0	\$0	\$0	\$0	\$0	(\$281,352)	(\$281,352)	\$0
2040	Public Safety Construction	\$2,068,546	\$1,157	\$0	\$0	(\$2,000)	(\$322,542)	\$0	(\$1,745,161)	(\$2,069,703)	\$0
2060	Parks Construction	\$278,711	\$88	\$0	\$0	(\$500)	(\$126,491)	\$0	(\$151,808)	(\$278,799)	\$0
2080	Gov't Facilities - 1999 Auth	\$64,175	\$0	\$0	\$0	\$0	(\$64,175)	\$0	\$0	(\$64,175)	\$0
2100	Economic Dev. Constr-1999 Auth	\$789,943	\$233	\$0	\$0	(\$1,000)	(\$726,528)	\$0	(\$62,648)	(\$790,176)	\$0
2130	Cultural Facility Bond Fund	\$237,691	\$0	\$0	\$0	\$0	\$0	\$0	(\$237,691)	(\$237,691)	\$0
2140	Open Space/Trails Constr-99 Au	\$587,036	\$0	\$0	\$0	\$0	\$0	\$0	(\$587,036)	(\$587,036)	\$0
2180	Flood Control Construction	\$5,543,641	\$2,878	\$0	\$0	(\$5,000)	(\$1,706,342)	\$0	(\$3,835,177)	(\$5,546,519)	\$0
2210	Transportation Capital Project	\$0	\$15,000,000	\$22,810,188	\$0	\$0	(\$37,810,188)	\$0	\$0	(\$37,810,188)	\$0
<b>Sub-Total Capital Projects Funds</b>		<b>\$23,799,938</b>	<b>\$15,750,551</b>	<b>\$22,810,188</b>	<b>(\$209,296)</b>	<b>(\$8,500)</b>	<b>(\$44,809,734)</b>	<b>\$0</b>	<b>(\$17,333,147)</b>	<b>(\$62,151,381)</b>	<b>\$0</b>
Permanent Funds											
2280	Cemetery Perpetual Care	\$5,618,226	\$20,000	\$0	\$0	\$0	\$0	\$0	(\$5,638,226)	(\$5,638,226)	\$0
<b>Sub-Total Permanent Funds</b>		<b>\$5,618,226</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,638,226)</b>	<b>(\$5,638,226)</b>	<b>\$0</b>
Enterprise Funds											
2360+	Water and Sewer	\$70,475,700	\$78,261,589	\$0	\$0	(\$49,002,059)	(\$17,561,035)	(\$24,207,040)	(\$5,000,000)	(\$95,770,134)	\$52,967,155
2440	Landfill	\$8,708,689	\$17,857,517	\$0	\$0	(\$7,092,089)	(\$11,218,565)	(\$768,397)	(\$2,000,000)	(\$21,079,051)	\$5,487,155
2480	Sanitation	\$3,095,475	\$14,915,295	\$0	\$0	(\$13,685,998)	(\$2,282,200)	\$0	(\$500,000)	(\$16,468,198)	\$1,542,572
2500	Pub Housing Budget Activities	\$4,300,929	\$15,377,611	\$274,269	\$0	(\$15,912,427)	\$0	\$0	\$0	(\$15,912,427)	\$4,040,382
<b>Sub-Total Enterprise Funds</b>		<b>\$86,580,793</b>	<b>\$126,412,012</b>	<b>\$274,269</b>	<b>\$0</b>	<b>(\$85,692,573)</b>	<b>(\$31,061,800)</b>	<b>(\$24,975,437)</b>	<b>(\$7,500,000)</b>	<b>(\$149,229,810)</b>	<b>\$64,037,264</b>
Internal Service Funds											
2540	Risk Management Self Insurance	\$3,468,815	\$2,502,006	\$0	\$0	(\$2,758,640)	\$0	\$0	(\$2,000,000)	(\$4,758,640)	\$1,212,181
2560	Workers Comp. Self Insurance	\$4,418,797	\$1,933,000	\$0	\$0	(\$1,407,000)	\$0	\$0	\$0	(\$1,407,000)	\$4,944,797
2580	Benefits Trust Fund	(\$1,999,080)	\$24,384,447	\$0	\$0	(\$22,348,826)	\$0	\$0	\$0	(\$22,348,826)	\$36,541
<b>Sub-Total Internal Service Funds</b>		<b>\$5,888,532</b>	<b>\$28,819,453</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$26,514,466)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,000,000)</b>	<b>(\$28,514,466)</b>	<b>\$6,193,519</b>
<b>TOTAL</b>		<b>\$216,531,521</b>	<b>\$479,509,256</b>	<b>\$80,405,439</b>	<b>(\$80,405,439)</b>	<b>(\$346,320,879)</b>	<b>(\$99,599,417)</b>	<b>(\$89,228,314)</b>	<b>(\$40,851,390)</b>	<b>(\$576,000,000)</b>	<b>\$120,040,777</b>

**SCHEDULE TWO**  
**Summary of Financial Sources and Uses**



	Major Funds						Non-Major Funds		
	General Fund			Water and Sewer Fund			Other Governmental		
	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
(All Dollars in Thousands)									
<b>Financial Sources</b>									
Charges for services	\$12,013	\$11,899	\$12,255	\$77,651	\$80,218	\$74,786	\$19,724	\$19,365	\$19,168
Fines and forfeitures	\$3,096	\$2,931	\$2,932	\$0	\$0	\$0	\$330	\$384	\$393
Interest Income	\$346	\$250	\$250	\$120	\$152	\$120	\$573	\$800	\$177
Intergovernmental	\$44,129	\$49,632	\$51,840	\$574	\$0	\$0	\$28,935	\$26,609	\$51,551
Licenses and permits	\$9,002	\$8,846	\$8,521	\$96	\$112	\$96	\$2,139	\$1,274	\$777
Miscellaneous	\$2,816	\$3,254	\$3,913	\$4,501	\$3,519	\$3,259	\$10,133	\$15,606	\$5,221
Other financing sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
Self insurance premiums	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes revenue	\$55,753	\$76,281	\$81,766	\$0	\$0	\$0	\$62,465	\$68,721	\$70,513
Transfer In	\$164	\$84	\$0	\$0	\$374	\$0	\$55,193	\$56,917	\$80,131
<b>Total Financial Sources</b>	<b>\$127,320</b>	<b>\$153,176</b>	<b>\$161,477</b>	<b>\$82,942</b>	<b>\$84,374</b>	<b>\$78,262</b>	<b>\$179,492</b>	<b>\$189,675</b>	<b>\$242,932</b>
<b>Financial Uses</b>									
Capital Outlay	\$355	\$80	\$690	\$6,468	\$13,900	\$17,561	\$20,101	\$12,304	\$67,847
Community Environment	\$0	\$0	\$0	\$0	\$0	\$0	\$6,707	\$6,654	\$9,089
Community Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Services	\$19,312	\$16,243	\$13,347	\$0	\$0	\$0	\$14,614	\$17,703	\$20,571
Contingency	\$0	\$0	\$8,045	\$0	\$0	\$5,000	\$0	\$0	\$23,306
Debt Service	\$0	\$0	\$0	\$24,187	\$23,100	\$24,207	\$53,353	\$66,830	\$64,253
General Government	\$25,657	\$25,143	\$22,824	\$0	\$0	\$0	\$3,838	\$5,317	\$5,113
Internal Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$22,700	\$4,244	\$11,628
Public Safety	\$72,588	\$76,242	\$79,738	\$0	\$0	\$0	\$29,132	\$31,882	\$35,028
Public Works	\$11,789	\$11,165	\$11,769	\$0	\$0	\$0	\$10,528	\$11,828	\$12,293
Sanitation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$8,423	\$7,424	\$12,713
Water and Sewer	\$0	\$0	\$0	\$41,104	\$38,900	\$49,002	\$0	\$0	\$0
Transfer Out	\$13,018	\$19,765	\$36,528	\$15,000	\$0	\$0	\$28,281	\$38,407	\$43,877
<b>Total Financial Uses</b>	<b>\$142,720</b>	<b>\$148,639</b>	<b>\$172,942</b>	<b>\$86,759</b>	<b>\$75,900</b>	<b>\$95,770</b>	<b>\$197,677</b>	<b>\$202,593</b>	<b>\$305,719</b>
<b>Net Increase/(Decrease) in Fund Balance / Net Assets</b>	<b>(\$15,400)</b>	<b>\$4,537</b>	<b>(\$11,465)</b>	<b>(\$3,816)</b>	<b>\$8,474</b>	<b>(\$17,509)</b>	<b>(\$18,186)</b>	<b>(\$12,919)</b>	<b>(\$62,788)</b>
<b>Beginning Fund Bal / Net Assets</b>	<b>\$22,327</b>	<b>\$6,927</b>	<b>\$11,465</b>	<b>\$65,818</b>	<b>\$62,002</b>	<b>\$70,476</b>	<b>\$143,702</b>	<b>\$125,516</b>	<b>\$112,598</b>
<b>Ending Fund Bal / Net Assets</b>	<b>\$6,927</b>	<b>\$11,465</b>	<b>\$0</b>	<b>\$62,002</b>	<b>\$70,476</b>	<b>\$52,967</b>	<b>\$125,516</b>	<b>\$112,598</b>	<b>\$49,810</b>



**SCHEDULE TWO**  
**Summary of Financial Sources and Uses**

**Non-Major Funds (continued)**

	<b>Other Enterprise</b>			<b>Internal Services</b>			<b>Total All Funds</b>		
	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
(All Dollars in Thousands)									
<b><i>Financial Sources</i></b>									
Charges for services	\$21,938	\$22,237	\$22,301	\$0	\$0	\$0	\$131,325	\$133,719	\$128,510
Fines and forfeitures	\$0	\$0	\$0	\$0	\$0	\$0	\$3,426	\$3,315	\$3,325
Interest Income	\$15	\$34	\$54	\$17	\$11	\$27	\$1,072	\$1,247	\$628
Intergovernmental	\$8,941	\$10,119	\$10,814	\$0	\$0	\$0	\$82,578	\$86,360	\$114,206
Licenses and permits	\$0	\$0	\$0	\$1	\$1	\$1	\$11,238	\$10,233	\$9,396
Miscellaneous	\$6,484	\$5,661	\$6,132	\$681	\$65	\$60	\$24,615	\$28,105	\$18,585
Other financing sources	\$0	\$0	\$8,850	\$0	\$0	\$0	\$0	\$0	\$23,850
Self insurance premiums	\$0	\$0	\$0	\$23,707	\$25,451	\$28,732	\$23,707	\$25,451	\$28,732
Taxes revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$118,219	\$145,001	\$152,279
Transfer In	\$307	\$307	\$274	\$1,835	\$490	\$0	\$57,499	\$58,172	\$80,405
<b>Total Financial Sources</b>	<b>\$37,685</b>	<b>\$38,359</b>	<b>\$48,425</b>	<b>\$26,241</b>	<b>\$26,019</b>	<b>\$28,819</b>	<b>\$453,679</b>	<b>\$491,602</b>	<b>\$559,915</b>
<b><i>Financial Uses</i></b>									
Capital Outlay	\$1,487	\$1,073	\$13,501	\$0	\$0	\$0	\$28,411	\$27,357	\$99,599
Community Environment	\$0	\$0	\$0	\$0	\$0	\$0	\$6,707	\$6,654	\$9,089
Community Housing	\$14,525	\$12,700	\$15,912	\$0	\$0	\$0	\$14,525	\$12,700	\$15,912
Community Services	\$0	\$0	\$0	\$0	\$0	\$0	\$33,926	\$33,946	\$33,919
Contingency	\$0	\$0	\$2,500	\$0	\$0	\$2,000	\$0	\$0	\$40,851
Debt Service	\$0	\$0	\$768	\$0	\$0	\$0	\$77,541	\$89,930	\$89,228
General Government	\$0	\$0	\$0	\$0	\$0	\$0	\$29,494	\$30,460	\$27,936
Internal Services	\$0	\$0	\$0	\$27,956	\$26,256	\$26,514	\$27,956	\$26,256	\$26,514
Landfill	\$6,332	\$6,890	\$7,092	\$0	\$0	\$0	\$6,332	\$6,890	\$7,092
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$22,700	\$4,244	\$11,628
Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$101,720	\$108,124	\$114,766
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$22,317	\$22,993	\$24,062
Sanitation	\$13,602	\$14,109	\$13,686	\$0	\$0	\$0	\$13,602	\$14,109	\$13,686
Street Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$8,423	\$7,424	\$12,713
Water and Sewer	\$0	\$0	\$0	\$0	\$0	\$0	\$41,104	\$38,900	\$49,002
Transfer Out	\$0	\$0	\$0	\$1,200	\$0	\$0	\$57,499	\$58,172	\$80,405
<b>Total Financial Uses</b>	<b>\$35,947</b>	<b>\$34,772</b>	<b>\$53,460</b>	<b>\$29,156</b>	<b>\$26,256</b>	<b>\$28,514</b>	<b>\$492,257</b>	<b>\$488,160</b>	<b>\$656,405</b>
<b>Net Increase/(Decrease) in Fund Balance / Net Assets</b>	<b>\$1,738</b>	<b>\$3,587</b>	<b>(\$5,035)</b>	<b>(\$2,915)</b>	<b>(\$237)</b>	<b>\$305</b>	<b>(\$38,578)</b>	<b>\$3,442</b>	<b>(\$96,491)</b>
<b>Beginning Fund Bal / Net Assets</b>	<b>\$10,780</b>	<b>\$12,518</b>	<b>\$16,105</b>	<b>\$9,041</b>	<b>\$6,126</b>	<b>\$5,889</b>	<b>\$251,668</b>	<b>\$213,090</b>	<b>\$216,532</b>
<b>Ending Fund Bal / Net Assets</b>	<b>\$12,518</b>	<b>\$16,105</b>	<b>\$11,070</b>	<b>\$6,126</b>	<b>\$5,889</b>	<b>\$6,194</b>	<b>\$213,090</b>	<b>\$216,533</b>	<b>\$120,041</b>

**SCHEDULE THREE**  
**Summary of Revenues**



<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b>GENERAL FUNDS</b>				
<b>1000 - General</b>				
City Sales Tax	\$51,585,278	\$52,816,726	\$73,715,794	\$76,540,646
State Income Tax	\$23,590,445	\$19,135,419	\$23,156,962	\$25,294,112
State Shared Sales Tax	\$18,438,079	\$17,716,047	\$18,958,462	\$18,988,867
Staff & Adm Chargebacks	\$7,862,000	\$8,862,000	\$8,862,000	\$9,200,000
Motor Vehicle In-Lieu	\$7,917,722	\$7,277,333	\$7,516,147	\$7,557,299
Property Tax	\$3,682,783	\$2,886,801	\$2,536,663	\$5,196,766
Gas/Electric Franchise Fees	\$2,705,246	\$2,769,648	\$2,722,000	\$2,722,000
Court Revenue	\$3,260,799	\$2,861,123	\$2,710,380	\$2,710,380
Miscellaneous	\$13,666,874	\$1,706,524	\$1,913,000	\$2,483,000
Fire Department Other Fees	\$1,890,846	\$2,284,843	\$2,130,549	\$2,209,747
Cable Franchise Fees	\$1,526,340	\$1,470,655	\$1,547,000	\$1,547,000
Recreation Revenue	\$1,274,072	\$1,218,675	\$1,342,998	\$1,405,456
Building Permits	\$1,018,999	\$1,306,357	\$1,300,000	\$1,000,000
Plan Check Fees	\$611,778	\$678,701	\$750,000	\$675,000
Sales Tax Licenses	\$632,273	\$751,681	\$655,950	\$655,950
Right-of-Way Permits	\$580,039	\$628,928	\$630,000	\$630,000
Fire Dept CD Fees	\$254,915	\$263,164	\$397,800	\$395,842
City Property Rental	\$450,926	\$557,261	\$341,024	\$385,679
Interest	\$211,532	\$346,456	\$250,000	\$250,000
Lease Proceeds	\$11,756,156	\$217,571	\$210,200	\$210,200
Liquor Licenses	\$187,430	\$190,730	\$200,000	\$200,000
Planning/Zoning	\$159,550	\$173,200	\$182,400	\$182,400
Cemetery Revenue	\$200,095	\$201,485	\$180,000	\$180,000
Facility Rental Income	\$110,621	\$161,775	\$172,595	\$176,676
Library Fines/Fees	\$188,171	\$165,222	\$171,500	\$172,000
Engineering Plan Check Revenue	\$134,267	\$260,312	\$185,000	\$155,000
Bus./Prof. Licenses	\$117,368	\$64,141	\$110,000	\$110,000
Miscellaneous CD Fees	\$92,277	\$67,258	\$105,000	\$105,000
Business Licenses	\$63,297	\$67,627	\$80,000	\$80,000
Traffic Engineering Plan Check	\$22,091	\$20,388	\$30,000	\$30,000
SRP In-Lieu	\$28,961	\$27,792	\$28,315	\$28,315
<b>1000 - General Total:</b>	<b><u>\$154,221,230</u></b>	<b><u>\$127,155,843</u></b>	<b><u>\$153,091,739</u></b>	<b><u>\$161,477,335</u></b>
<b>1040 - General Services</b>				
Internal Charges	\$8,261,881	\$8,489,602	\$8,928,983	\$9,362,930
Miscellaneous	\$3,475			
<b>1040 - General Services Total:</b>	<b><u>\$8,265,356</u></b>	<b><u>\$8,489,602</u></b>	<b><u>\$8,928,983</u></b>	<b><u>\$9,362,930</u></b>



**SCHEDULE THREE**  
**Summary of Revenues**

<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b>1100 - Telephone Services</b>				
Internal Charges	\$989,541	\$902,635	\$944,831	\$879,521
<b>1100 - Telephone Services Total:</b>	<b><u>\$989,541</u></b>	<b><u>\$902,635</u></b>	<b><u>\$944,831</u></b>	<b><u>\$879,521</u></b>
<b>1120 - Vehicle Replacement</b>				
Internal Charges	\$1,996,860	\$1,702,283	\$1,625,703	\$1,663,297
Miscellaneous	\$247,490	\$542,573	\$250,000	\$250,000
Interest	\$28,125	\$11,369	\$16,061	\$16,000
<b>1120 - Vehicle Replacement Total:</b>	<b><u>\$2,272,475</u></b>	<b><u>\$2,256,225</u></b>	<b><u>\$1,891,764</u></b>	<b><u>\$1,929,297</u></b>
<b>1140 - PC Replacement</b>				
Internal Charges	\$2,042,766	\$1,728,690	\$2,067,884	\$1,915,052
Interest	\$20,534	\$8,355	\$8,973	\$6,063
Miscellaneous	\$2,877	\$1,841	\$5,000	\$2,000
<b>1140 - PC Replacement Total:</b>	<b><u>\$2,066,177</u></b>	<b><u>\$1,738,886</u></b>	<b><u>\$2,081,857</u></b>	<b><u>\$1,923,115</u></b>
<b>1190 - Employee Groups</b>				
Miscellaneous	\$76,666	\$61,045	\$22,500	\$22,500
<b>1190 - Employee Groups Total:</b>	<b><u>\$76,666</u></b>	<b><u>\$61,045</u></b>	<b><u>\$22,500</u></b>	<b><u>\$22,500</u></b>
<b>1200 - Utility Bill Donation</b>				
Other		\$93,309		\$93,300
Miscellaneous		\$75,000		\$75,000
Interest		\$589		
<b>1200 - Utility Bill Donation Total:</b>		<b><u>\$168,898</u></b>		<b><u>\$168,300</u></b>
<b>1210 - Community Services Group Fund</b>				
Miscellaneous		\$639		
<b>1210 - Community Services Group Fund Total:</b>		<b><u>\$639</u></b>		
<b>1220 - Arts Commission Fund</b>				
Miscellaneous	\$48,477	\$9,328	\$106,806	\$88,387
Interest	\$7,343	\$3,571	\$5,276	
<b>1220 - Arts Commission Fund Total:</b>	<b><u>\$55,820</u></b>	<b><u>\$12,899</u></b>	<b><u>\$112,082</u></b>	<b><u>\$88,387</u></b>
<b>1240 - Court Security/Bonds</b>				
Court Revenue	\$356,560	\$329,936	\$384,091	\$393,412
Interest	\$1,924	\$1,038	\$2,000	\$2,000
Miscellaneous	\$36,731	\$35,441		
<b>1240 - Court Security/Bonds Total:</b>	<b><u>\$395,215</u></b>	<b><u>\$366,415</u></b>	<b><u>\$386,091</u></b>	<b><u>\$395,412</u></b>
<b>1260 - Library</b>				
Library Fines/Fees	\$187,930	\$158,135	\$180,342	\$180,252
Miscellaneous	\$4,387	\$2,967	\$2,836	\$2,836

**SCHEDULE THREE**  
**Summary of Revenues**



<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b><u>1260 - Library Total:</u></b>	<b><u>\$192,317</u></b>	<b><u>\$161,102</u></b>	<b><u>\$183,178</u></b>	<b><u>\$183,088</u></b>
<b>1280 - Youth Sports Complex</b>				
Recreation Revenue	\$32,021	\$42,942	\$30,000	\$30,000
<b><u>1280 - Youth Sports Complex Total:</u></b>	<b><u>\$32,021</u></b>	<b><u>\$42,942</u></b>	<b><u>\$30,000</u></b>	<b><u>\$30,000</u></b>
<b>1281 - Stadium Event Operations</b>				
Security Revenue	\$852,452	\$703,220	\$687,000	\$733,203
Miscellaneous	\$1,800			
<b><u>1281 - Stadium Event Operations Total:</u></b>	<b><u>\$854,252</u></b>	<b><u>\$703,220</u></b>	<b><u>\$687,000</u></b>	<b><u>\$733,203</u></b>
<b>1282 - Arena Event Operations</b>				
Arena Fees	\$400,684	\$296,661	\$295,000	\$283,470
Miscellaneous	\$190,000			
<b><u>1282 - Arena Event Operations Total:</u></b>	<b><u>\$590,684</u></b>	<b><u>\$296,661</u></b>	<b><u>\$295,000</u></b>	<b><u>\$283,470</u></b>
<b>1283 - CamelbackRanch EventOperations</b>				
Miscellaneous			\$97,000	\$102,000
Camelback Ranch Rev - Fire	\$36,119	\$39,839	\$39,000	\$28,852
<b><u>1283 - CamelbackRanch EventOperations Total:</u></b>	<b><u>\$36,119</u></b>	<b><u>\$39,839</u></b>	<b><u>\$136,000</u></b>	<b><u>\$130,852</u></b>
<b>1740 - Civic Center</b>				
Facility Rental Income	\$293,350	\$289,958	\$295,000	\$306,849
Miscellaneous	\$78,367	\$91,409	\$90,000	\$90,000
Equipment Rental	\$29,854	\$24,840	\$25,000	\$25,000
Recreation Revenue	\$4,496			
<b><u>1740 - Civic Center Total:</u></b>	<b><u>\$406,067</u></b>	<b><u>\$406,207</u></b>	<b><u>\$410,000</u></b>	<b><u>\$421,849</u></b>
<b>1750 - City Sales Tax-Bed Tax</b>				
City Sales Tax				\$618,352
<b><u>1750 - City Sales Tax-Bed Tax Total:</u></b>				<b><u>\$618,352</u></b>
<b>1770 - Zanjero Special Revenue</b>				
City Sales Tax	\$1,192,306	\$1,319,424	\$1,841,000	\$1,896,230
<b><u>1770 - Zanjero Special Revenue Total:</u></b>	<b><u>\$1,192,306</u></b>	<b><u>\$1,319,424</u></b>	<b><u>\$1,841,000</u></b>	<b><u>\$1,896,230</u></b>
<b>1780 - Arena Special Revenue</b>				
City Sales Tax	\$2,107,335	\$2,001,914	\$4,538,356	\$4,674,507
Facility Rental Income	\$222,791	\$276,920	\$1,238,313	\$1,238,313
Arena Fees	\$2,182,158	\$2,493,248	\$1,512,496	\$350,000
Miscellaneous		\$4,753,126	\$5,000	\$5,000
<b><u>1780 - Arena Special Revenue Total:</u></b>	<b><u>\$4,512,284</u></b>	<b><u>\$9,525,208</u></b>	<b><u>\$7,294,165</u></b>	<b><u>\$6,267,820</u></b>
<b>1782 - PFC Special Revenue Fund</b>				
Miscellaneous			\$11,300,000	



**SCHEDULE THREE**  
**Summary of Revenues**

<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b>1782 - PFC Special Revenue Fund Total:</b>			<b><u>\$11,300,000</u></b>	
<b>1790 - Stadium City Sales Tax - AZSTA</b>				
City Sales Tax	\$816,388	\$1,776,972	\$2,014,884	\$2,075,332
<b>1790 - Stadium City Sales Tax - AZSTA Total:</b>	<b><u>\$816,388</u></b>	<b><u>\$1,776,972</u></b>	<b><u>\$2,014,884</u></b>	<b><u>\$2,075,332</u></b>
<b>1870 - Marketing Self Sust</b>				
Miscellaneous	\$435,372	\$493,815	\$390,500	\$377,500
Facility Rental Income	\$1,193	\$3,896	\$5,000	\$5,000
City Sales Tax			\$557,507	
<b>1870 - Marketing Self Sust Total:</b>	<b><u>\$436,565</u></b>	<b><u>\$497,711</u></b>	<b><u>\$953,007</u></b>	<b><u>\$382,500</u></b>
<b>2530 - Training Facility Revenue Fund</b>				
Partner Revenue	\$1,362,276	\$1,478,888	\$1,496,637	\$1,487,700
Miscellaneous	\$825	\$478		
<b>2530 - Training Facility Revenue Fund Total:</b>	<b><u>\$1,363,101</u></b>	<b><u>\$1,479,366</u></b>	<b><u>\$1,496,637</u></b>	<b><u>\$1,487,700</u></b>
<b>2538 - Glendale Health Center</b>				
Health Care Revenue	\$73,288	\$59,762	\$65,966	\$61,250
<b>2538 - Glendale Health Center Total:</b>	<b><u>\$73,288</u></b>	<b><u>\$59,762</u></b>	<b><u>\$65,966</u></b>	<b><u>\$61,250</u></b>
<b>TOTAL-GENERAL FUNDS</b>	<b><u>\$178,847,872</u></b>	<b><u>\$157,461,501</u></b>	<b><u>\$194,166,684</u></b>	<b><u>\$190,818,443</u></b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>1300 - Home Grant</b>				
Grants	\$730,983	\$497,143	\$666,930	\$1,625,895
<b>1300 - Home Grant Total:</b>	<b><u>\$730,983</u></b>	<b><u>\$497,143</u></b>	<b><u>\$666,930</u></b>	<b><u>\$1,625,895</u></b>
<b>1310 - Neighborhood Stabilization Pgm</b>				
Miscellaneous	\$327,746	\$733,551	\$500,000	\$1,320,000
Grants	\$2,195,198	\$3,258	\$100,000	\$0
<b>1310 - Neighborhood Stabilization Pgm Total:</b>	<b><u>\$2,522,944</u></b>	<b><u>\$736,809</u></b>	<b><u>\$600,000</u></b>	<b><u>\$1,320,000</u></b>
<b>1311 - N'hood Stabilization Pgm III</b>				
Grants		\$1,814,140	\$1,684,188	\$1,601,026
<b>1311 - N'hood Stabilization Pgm III Total:</b>		<b><u>\$1,814,140</u></b>	<b><u>\$1,684,188</u></b>	<b><u>\$1,601,026</u></b>
<b>1320 - C.D.B.G.</b>				
Grants	\$2,167,755	\$1,970,145	\$2,325,387	\$3,189,655
Miscellaneous	\$16,803	\$10,228	\$4,704	\$4,704
<b>1320 - C.D.B.G. Total:</b>	<b><u>\$2,184,558</u></b>	<b><u>\$1,980,373</u></b>	<b><u>\$2,330,091</u></b>	<b><u>\$3,194,359</u></b>
<b>1340 - Highway User Gas Tax</b>				
Highway User Revenues	\$13,843,424	\$11,352,855	\$12,759,293	\$12,791,191

**SCHEDULE THREE**  
**Summary of Revenues**



<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
Miscellaneous	\$2,130			
<b><u>1340 - Highway User Gas Tax Total:</u></b>	<b><u>\$13,845,554</u></b>	<b><u>\$11,352,855</u></b>	<b><u>\$12,759,293</u></b>	<b><u>\$12,791,191</u></b>
<b>1640 - Local Transp. Assistance</b>				
LTAFL - Lottery			\$665,234	\$666,707
<b><u>1640 - Local Transp. Assistance Total:</u></b>			<b><u>\$665,234</u></b>	<b><u>\$666,707</u></b>
<b>1650 - Transportation Grants</b>				
Grants	\$671,966	\$2,562,876	\$68,927	\$5,823,056
Miscellaneous			\$1,764,250	\$2,000,000
Transit Revenue	(\$1,539)	\$26,588	\$37,823	\$10,832
<b><u>1650 - Transportation Grants Total:</u></b>	<b><u>\$670,427</u></b>	<b><u>\$2,589,464</u></b>	<b><u>\$1,871,000</u></b>	<b><u>\$7,833,888</u></b>
<b>1660 - Transportation Sales Tax</b>				
City Sales Tax	\$19,485,621	\$20,664,530	\$21,503,066	\$22,357,634
Transit Revenue	\$129,659	\$104,432	\$129,484	\$128,750
Interest	\$131,559	\$83,635	\$80,000	\$80,000
Miscellaneous	\$2,172,175	\$2,322,914	\$222,364	
Grants	\$375,465	\$589,866		
Facility Rental Income	\$21,475	\$3,460		
Court Revenue	\$92			
<b><u>1660 - Transportation Sales Tax Total:</u></b>	<b><u>\$22,316,046</u></b>	<b><u>\$23,768,837</u></b>	<b><u>\$21,934,914</u></b>	<b><u>\$22,566,384</u></b>
<b>1700 - Police Special Revenue</b>				
City Sales Tax	\$7,342,698	\$2,755,698	\$9,770,061	\$10,203,212
City Sales Tax - PS .4	\$4,708,018	\$9,825,052	\$2,999,523	\$3,089,509
Miscellaneous				\$234,585
<b><u>1700 - Police Special Revenue Total:</u></b>	<b><u>\$12,050,716</u></b>	<b><u>\$12,580,750</u></b>	<b><u>\$12,769,584</u></b>	<b><u>\$13,527,306</u></b>
<b>1720 - Fire Special Revenue</b>				
City Sales Tax - PS .4	\$2,354,011	\$4,912,532	\$4,825,863	\$4,970,639
City Sales Tax	\$3,667,891	\$1,377,849	\$1,534,540	\$1,650,603
<b><u>1720 - Fire Special Revenue Total:</u></b>	<b><u>\$6,021,902</u></b>	<b><u>\$6,290,381</u></b>	<b><u>\$6,360,403</u></b>	<b><u>\$6,621,242</u></b>
<b>1760 - Airport Special Revenue</b>				
Airport Fees	\$478,071	\$445,087	\$442,083	\$470,425
Miscellaneous	\$9,501	\$11,319	\$8,765	\$10,750
Lease Proceeds	\$5,492	\$254		
<b><u>1760 - Airport Special Revenue Total:</u></b>	<b><u>\$493,064</u></b>	<b><u>\$456,660</u></b>	<b><u>\$450,848</u></b>	<b><u>\$481,175</u></b>
<b>1820 - CAP Grant</b>				
Grants	\$1,171,938	\$1,339,167	\$1,043,949	\$1,061,138
Miscellaneous	\$37,628	\$86,373		



**SCHEDULE THREE**  
**Summary of Revenues**

<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b><u>1820 - CAP Grant Total:</u></b>	<b><u>\$1,209,566</u></b>	<b><u>\$1,425,540</u></b>	<b><u>\$1,043,949</u></b>	<b><u>\$1,061,138</u></b>
<b>1830 - Emergency Shelter Grants</b>				
Grants	\$151,425	\$99,336	\$174,160	\$174,160
<b><u>1830 - Emergency Shelter Grants Total:</u></b>	<b><u>\$151,425</u></b>	<b><u>\$99,336</u></b>	<b><u>\$174,160</u></b>	<b><u>\$174,160</u></b>
<b>1840 - Grants</b>				
Grants	\$2,665,236	\$1,667,894	\$4,100,000	\$9,671,805
Miscellaneous		\$694,482		
Interest		\$1,482		
Library Fines/Fees		\$383		
<b><u>1840 - Grants Total:</u></b>	<b><u>\$2,665,236</u></b>	<b><u>\$2,364,241</u></b>	<b><u>\$4,100,000</u></b>	<b><u>\$9,671,805</u></b>
<b>1842 - ARRA Stimulus Grants</b>				
Grants	\$488,550	\$285,425	\$1,360,573	\$33,466
Miscellaneous	\$786,881	\$1,087,429		
<b><u>1842 - ARRA Stimulus Grants Total:</u></b>	<b><u>\$1,275,431</u></b>	<b><u>\$1,372,854</u></b>	<b><u>\$1,360,573</u></b>	<b><u>\$33,466</u></b>
<b>1860 - RICO Funds</b>				
State Forfeitures	\$2,208,398	\$3,804,273	\$727,500	\$1,053,055
Federal Forfeitures	\$747	\$39,669	\$15,000	\$15,000
Interest	\$95,487	\$63,288	\$7,500	\$7,500
Miscellaneous	\$75	\$0		
<b><u>1860 - RICO Funds Total:</u></b>	<b><u>\$2,304,707</u></b>	<b><u>\$3,907,230</u></b>	<b><u>\$750,000</u></b>	<b><u>\$1,075,555</u></b>
<b>1880 - Parks &amp; Recreation Self Sust</b>				
Recreation Revenue	\$1,072,930	\$1,141,644	\$928,567	\$1,058,246
Facility Rental Income	\$104,126	\$88,456	\$98,500	\$98,500
Miscellaneous	\$7,966	\$6,547	\$5,000	\$5,000
<b><u>1880 - Parks &amp; Recreation Self Sust Total:</u></b>	<b><u>\$1,185,022</u></b>	<b><u>\$1,236,647</u></b>	<b><u>\$1,032,067</u></b>	<b><u>\$1,161,746</u></b>
<b>1885 - Parks &amp; Recreation Designated</b>				
Recreation Revenue	\$550	\$3,998	\$6,800	\$3,000
Interest	\$722	\$358	\$500	\$500
<b><u>1885 - Parks &amp; Recreation Designated Total:</u></b>	<b><u>\$1,272</u></b>	<b><u>\$4,356</u></b>	<b><u>\$7,300</u></b>	<b><u>\$3,500</u></b>
<b>2120 - Airport Capital Grants</b>				
Grants		\$58,326	\$295,449	\$12,654,269
Interest	\$1	\$0		
<b><u>2120 - Airport Capital Grants Total:</u></b>	<b><u>\$1</u></b>	<b><u>\$58,326</u></b>	<b><u>\$295,449</u></b>	<b><u>\$12,654,269</u></b>
<b><u>TOTAL-SPECIAL REVENUE FUNDS</u></b>	<b><u>\$69,628,854</u></b>	<b><u>\$72,535,942</u></b>	<b><u>\$70,855,983</u></b>	<b><u>\$98,064,812</u></b>

**SCHEDULE THREE**  
**Summary of Revenues**



Fund Description	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
<b>DEBT SERVICE FUNDS</b>				
<b>1900 - G.O. Bond Debt Service</b>				
Property Tax	\$23,804,960	\$17,662,350	\$18,985,812	\$18,826,764
Miscellaneous		\$334,316		\$647,221
SRP In-Lieu	\$176,172	\$169,060	\$150,000	\$150,000
Interest	\$675,305	\$334,318	\$608,502	
<b>1900 - G.O. Bond Debt Service Total:</b>	<b><u>\$24,656,437</u></b>	<b><u>\$18,500,044</u></b>	<b><u>\$19,744,314</u></b>	<b><u>\$19,623,985</u></b>
<b>1940 - M.P.C. Debt Service</b>				
Facility Rental Income	\$953,313	\$953,312		
Miscellaneous	\$15,899	\$3,371		
<b>1940 - M.P.C. Debt Service Total:</b>	<b><u>\$969,212</u></b>	<b><u>\$956,683</u></b>		
<b>TOTAL-DEBT SERVICE FUNDS</b>	<b><u>\$25,625,649</u></b>	<b><u>\$19,456,727</u></b>	<b><u>\$19,744,314</u></b>	<b><u>\$19,623,985</u></b>
<b>CAPITAL PROJECTS FUNDS</b>				
<b>1380 - DIF Library Blds</b>				
Interest	\$8,670	\$4,647	\$6,193	\$6,204
<b>1380 - DIF Library Blds Total:</b>	<b><u>\$8,670</u></b>	<b><u>\$4,647</u></b>	<b><u>\$6,193</u></b>	<b><u>\$6,204</u></b>
<b>1421+ - DIF-Fire Protection Facilities</b>				
Development Impact Fees	\$57,697	\$150,548	\$92,650	\$93,990
Interest	\$586	\$114	\$544	\$790
<b>1421+ - DIF-Fire Protection Facilities Total:</b>	<b><u>\$58,283</u></b>	<b><u>\$150,662</u></b>	<b><u>\$93,194</u></b>	<b><u>\$94,780</u></b>
<b>1441+ - DIF-Police Facilities</b>				
Development Impact Fees	\$55,379	\$167,515	\$74,141	\$75,281
Interest	\$6,510	\$3,150	\$6,770	\$6,977
<b>1441+ - DIF-Police Facilities Total:</b>	<b><u>\$61,889</u></b>	<b><u>\$170,665</u></b>	<b><u>\$80,911</u></b>	<b><u>\$82,258</u></b>
<b>1461+ - DIF-Citywide Parks</b>				
Development Impact Fees	\$41,638	\$57,800	\$50,786	\$51,680
Interest	\$897	\$618	\$957	\$1,082
<b>1461+ - DIF-Citywide Parks Total:</b>	<b><u>\$42,535</u></b>	<b><u>\$58,418</u></b>	<b><u>\$51,743</u></b>	<b><u>\$52,762</u></b>
<b>1481+ - DIF-Citywide Recreation Fac</b>				
Development Impact Fees	\$44,690	\$59,704	\$50,758	\$51,680
Interest	\$7,364	\$3,597	\$4,369	\$3,684
<b>1481+ - DIF-Citywide Recreation Fac Total:</b>	<b><u>\$52,054</u></b>	<b><u>\$63,301</u></b>	<b><u>\$55,127</u></b>	<b><u>\$55,364</u></b>
<b>1501+ - DIF-Libraries</b>				
Development Impact Fees	\$66,054	\$102,500	\$97,302	\$98,887
Interest	\$16,373	\$8,675	\$11,201	\$10,704



**SCHEDULE THREE**  
**Summary of Revenues**

<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b><u>1501+ - DIF-Libraries Total:</u></b>	<b><u>\$82,427</u></b>	<b><u>\$111,175</u></b>	<b><u>\$108,503</u></b>	<b><u>\$109,591</u></b>
<b>1520 - DIF-Citywide Open Spaces</b>				
Interest	\$1,924	\$1,313	\$1,787	\$1,320
Development Impact Fees	\$101,697	\$64,069	(933)	
<b><u>1520 - DIF-Citywide Open Spaces Total:</u></b>	<b><u>\$103,621</u></b>	<b><u>\$65,382</u></b>	<b><u>\$854</u></b>	<b><u>\$1,320</u></b>
<b>1541+ - DIF-Parks Dev Zone 1</b>				
Development Impact Fees	\$27,066	\$29,429	\$29,749	\$30,397
Interest	\$506	\$345	\$537	\$392
<b><u>1541+ - DIF-Parks Dev Zone 1 Total:</u></b>	<b><u>\$27,572</u></b>	<b><u>\$29,774</u></b>	<b><u>\$30,286</u></b>	<b><u>\$30,789</u></b>
<b>1561+ - DIF-Parks Dev Zone 2</b>				
Development Impact Fees	\$9,369	\$17,236	\$5,016	\$5,066
Interest	\$844	\$480	\$622	\$391
<b><u>1561+ - DIF-Parks Dev Zone 2 Total:</u></b>	<b><u>\$10,213</u></b>	<b><u>\$17,716</u></b>	<b><u>\$5,638</u></b>	<b><u>\$5,457</u></b>
<b>1581+ - DIF-Parks Dev Zone 3</b>				
Development Impact Fees	\$1,388	\$8,908	\$16,302	\$16,465
Interest	\$264	\$140	\$203	\$164
<b><u>1581+ - DIF-Parks Dev Zone 3 Total:</u></b>	<b><u>\$1,652</u></b>	<b><u>\$9,048</u></b>	<b><u>\$16,505</u></b>	<b><u>\$16,629</u></b>
<b>1601+ - DIF-Roadway Improvements</b>				
Development Impact Fees	\$292,686	\$909,907	\$278,115	\$282,068
Interest	\$16,845	\$7,481	\$9,947	\$7,214
Miscellaneous			\$200,011	
<b><u>1601+ - DIF-Roadway Improvements Total:</u></b>	<b><u>\$309,531</u></b>	<b><u>\$917,388</u></b>	<b><u>\$488,073</u></b>	<b><u>\$289,282</u></b>
<b>1620 - DIF-General Government</b>				
Interest	\$264	\$452	\$526	\$495
Development Impact Fees	\$121,847	\$58,590	(847)	
<b><u>1620 - DIF-General Government Total:</u></b>	<b><u>\$122,111</u></b>	<b><u>\$59,042</u></b>	<b><u>(\$321)</u></b>	<b><u>\$495</u></b>
<b>1980 - Streets Constr. - 1999 Auth</b>				
Interest	\$3,960			
<b><u>1980 - Streets Constr. - 1999 Auth Total:</u></b>	<b><u>\$3,960</u></b>			
<b>2000 - Hurf Street Bonds</b>				
Interest	\$1,709	\$2,913	\$1,119	\$1,264
<b><u>2000 - Hurf Street Bonds Total:</u></b>	<b><u>\$1,709</u></b>	<b><u>\$2,913</u></b>	<b><u>\$1,119</u></b>	<b><u>\$1,264</u></b>
<b>2040 - Public Safety Construction</b>				
Interest	\$37,542	\$2,145	\$1,390	\$1,157
Miscellaneous	\$171,280		\$118,734	

**SCHEDULE THREE**  
**Summary of Revenues**



Fund Description	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate	FY 2014 Budget
<b>2040 - Public Safety Construction Total:</b>	<b><u>\$208,822</u></b>	<b><u>\$2,145</u></b>	<b><u>\$120,124</u></b>	<b><u>\$1,157</u></b>
<b>2060 - Parks Construction</b>				
Interest	\$9,223	\$145	\$120	\$88
<b>2060 - Parks Construction Total:</b>	<b><u>\$9,223</u></b>	<b><u>\$145</u></b>	<b><u>\$120</u></b>	<b><u>\$88</u></b>
<b>2080 - Gov't Facilities - 1999 Auth</b>				
Interest	\$799			
<b>2080 - Gov't Facilities - 1999 Auth Total:</b>	<b><u>\$799</u></b>			
<b>2100 - Economic Dev. Constr-1999 Auth</b>				
Interest	\$13,899	\$986	\$709	\$233
<b>2100 - Economic Dev. Constr-1999 Auth Total:</b>	<b><u>\$13,899</u></b>	<b><u>\$986</u></b>	<b><u>\$709</u></b>	<b><u>\$233</u></b>
<b>2140 - Open Space/Trails Constr-99 Au</b>				
Interest		\$452		
<b>2140 - Open Space/Trails Constr-99 Au Total:</b>		<b><u>\$452</u></b>		
<b>2180 - Flood Control Construction</b>				
Interest	\$94,473	\$5,670	\$3,771	\$2,878
Miscellaneous		\$288,291		
<b>2180 - Flood Control Construction Total:</b>	<b><u>\$94,473</u></b>	<b><u>\$293,961</u></b>	<b><u>\$3,771</u></b>	<b><u>\$2,878</u></b>
<b>2210 - Transportation Capital Project</b>				
Bond Proceeds				\$15,000,000
Grants		\$14,499		
Interest	\$26,232	\$6,551		
Miscellaneous		\$5,745		
<b>2210 - Transportation Capital Project Total:</b>	<b><u>\$26,232</u></b>	<b><u>\$26,795</u></b>		<b><u>\$15,000,000</u></b>
<b>TOTAL-CAPITAL PROJECTS FUNDS</b>	<b><u>\$1,239,675</u></b>	<b><u>\$1,984,615</u></b>	<b><u>\$1,062,549</u></b>	<b><u>\$15,750,551</u></b>
<b>PERMANENT FUNDS</b>				
<b>2280 - Cemetery Perpetual Care</b>				
Interest	\$27,944	\$14,983	\$20,000	\$20,000
<b>2280 - Cemetery Perpetual Care Total:</b>	<b><u>\$27,944</u></b>	<b><u>\$14,983</u></b>	<b><u>\$20,000</u></b>	<b><u>\$20,000</u></b>
<b>TOTAL-PERMANENT FUNDS</b>	<b><u>\$27,944</u></b>	<b><u>\$14,983</u></b>	<b><u>\$20,000</u></b>	<b><u>\$20,000</u></b>
<b>ENTERPRISE FUNDS</b>				
<b>2360+ - Water and Sewer</b>				
Water Revenues	\$44,858,418	\$46,906,763	\$50,067,649	\$44,473,584
Sewer Revenue	\$32,301,341	\$31,351,052	\$30,978,846	\$30,760,603
Miscellaneous	\$1,165,364	\$2,911,540	\$1,467,680	\$1,639,316



**SCHEDULE THREE**  
**Summary of Revenues**

<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
Water Development Impact Fees	\$1,033,130	\$1,228,760	\$1,028,965	\$990,086
Sewer Development Impact Fees	\$335,520	\$263,850	\$143,125	\$125,000
Interest	\$546,142	\$120,466	\$151,776	\$120,000
Staff & Adm Chargebacks	\$168,000	\$81,999	\$82,000	\$82,000
City Property Rental	\$69,816	\$72,357	\$71,787	\$65,000
Facility Rental Income	\$5,599	\$5,598	\$8,172	\$6,000
Bond Proceeds	\$25,685,000			
<b><u>2360+ - Water and Sewer Total:</u></b>	<b><u>\$106,168,330</u></b>	<b><u>\$82,942,385</u></b>	<b><u>\$84,000,000</u></b>	<b><u>\$78,261,589</u></b>
<b>2440 - Landfill</b>				
Loan Proceeds				\$8,850,000
Tipping Fees	\$3,165,923	\$2,629,484	\$3,508,420	\$3,515,920
Internal Charges	\$2,437,966	\$2,280,578	\$2,277,000	\$2,313,000
Recycling Sales	\$2,293,642	\$2,150,209	\$1,419,000	\$1,400,000
Miscellaneous	\$360,933	\$1,287,539	\$1,294,449	\$1,297,597
Staff & Adm Chargebacks	\$327,000	\$431,000	\$431,000	\$431,000
Interest	\$51,909	\$13,999	\$30,000	\$50,000
Development Impact Fees	\$22,750	\$13,567	(\$140)	
<b><u>2440 - Landfill Total:</u></b>	<b><u>\$8,660,123</u></b>	<b><u>\$8,806,376</u></b>	<b><u>\$8,959,729</u></b>	<b><u>\$17,857,517</u></b>
<b>2480 - Sanitation</b>				
Residential Sanitation	\$10,192,517	\$10,277,074	\$10,476,000	\$10,401,000
Commercial Sanitation Frontload	\$3,390,512	\$3,318,458	\$3,300,000	\$3,400,000
Commercial Sanitation Rolloff	\$610,416	\$509,993	\$550,000	\$600,000
Miscellaneous	\$125,646	\$291,281	\$267,247	\$270,295
Internal Charges	\$119,744	\$128,218	\$180,000	\$150,000
Miscellaneous Bin Service	\$105,173	\$94,000	\$96,000	\$90,000
Interest	\$11,248	\$941	\$4,000	\$4,000
Sanitation Development Impact Fe	\$9,156	\$5,712	(\$84)	
Outside City Commercial	\$74,210	\$71,456		
Staff & Adm Chargebacks	\$47,382	\$47,382		
<b><u>2480 - Sanitation Total:</u></b>	<b><u>\$14,686,004</u></b>	<b><u>\$14,744,515</u></b>	<b><u>\$14,873,163</u></b>	<b><u>\$14,915,295</u></b>
<b>2500 - Pub Housing Budget Activities</b>				
Grants	\$1,584,973	\$8,940,809	\$10,119,418	\$10,813,943
Miscellaneous		\$4,886,209	\$4,100,000	\$4,563,668
<b><u>2500 - Pub Housing Budget Activities Total:</u></b>	<b><u>\$1,584,973</u></b>	<b><u>\$13,827,018</u></b>	<b><u>\$14,219,418</u></b>	<b><u>\$15,377,611</u></b>
<b><u>TOTAL-ENTERPRISE FUNDS</u></b>	<b><u>\$131,099,430</u></b>	<b><u>\$120,320,294</u></b>	<b><u>\$122,052,310</u></b>	<b><u>\$126,412,012</u></b>

**SCHEDULE THREE**  
**Summary of Revenues**



<b>Fund Description</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>2540 - Risk Management Self Insurance</b>				
Internal Charges	\$2,499,891	\$2,500,000	\$2,500,000	\$2,472,006
Security Revenue	\$22,858	\$25,993	\$36,537	\$30,000
Interest		\$6,121		
<b>2540 - Risk Management Self Insurance Total:</b>	<b><u>\$2,522,749</u></b>	<b><u>\$2,532,114</u></b>	<b><u>\$2,536,537</u></b>	<b><u>\$2,502,006</u></b>
<b>2560 - Workers Comp. Self Insurance</b>				
Internal Charges	\$984,458	\$984,460	\$2,384,460	\$1,894,000
Security Revenue	\$22,858	\$25,993	\$28,445	\$30,000
Interest	\$9,684	\$7,392	\$11,218	\$9,000
<b>2560 - Workers Comp. Self Insurance Total:</b>	<b><u>\$1,017,000</u></b>	<b><u>\$1,017,845</u></b>	<b><u>\$2,424,123</u></b>	<b><u>\$1,933,000</u></b>
<b>2580 - Benefits Trust Fund</b>				
City Contributions	\$12,643,745	\$12,250,192	\$12,920,792	\$13,748,023
Retiree Contributions	\$3,373,158	\$3,167,068	\$2,000,535	\$5,400,335
Employee Contributions	\$4,938,846	\$4,762,874	\$5,646,813	\$5,217,303
Interest	\$20,397	\$3,896	\$0	\$18,000
Right-of-Way Permits	\$1,770	\$1,257	\$1,442	\$786
Internal Charges	\$27,218	\$42,154	(\$1,845)	
Miscellaneous	\$276,198	\$628,964		
<b>2580 - Benefits Trust Fund Total:</b>	<b><u>\$21,281,332</u></b>	<b><u>\$20,856,405</u></b>	<b><u>\$20,567,737</u></b>	<b><u>\$24,384,447</u></b>
<b>TOTAL-INTERNAL SERVICE FUNDS</b>	<b><u>\$24,821,081</u></b>	<b><u>\$24,406,364</u></b>	<b><u>\$25,528,397</u></b>	<b><u>\$28,819,453</u></b>
<b>TOTAL - ALL REVENUE :</b>	<b>\$431,290,505</b>	<b>\$396,180,426</b>	<b>\$433,430,237</b>	<b>\$479,509,256</b>



**SCHEDULE FOUR**  
**FY 2014 Transfers Between Funds**

<b>Transfer From Transfer To</b>	<b>1000 - General</b>	<b>1340 - Highway User Gas Tax</b>	<b>1481 - DIF- Citywide Recreation Fac</b>	<b>1640 - Local Transp_ Assistance</b>	<b>1660 - Transportati on Sales Tax</b>	<b>1770 - Zanjero Special Revenue</b>	<b>1780 - Arena Special Revenue</b>	<b>Total Transfer In</b>
<b>1280, -Youth Sports Complex</b>	\$292,000							\$292,000
<b>1281, -Uadium Event Operations</b>	\$2,310,390							\$2,310,390
<b>1282, -Arena Event Operations</b>	\$10,396,898							\$10,396,898
<b>1283, - CamelbackRan ch</b>	\$250,000							\$250,000
<b>1660 - Transportation Sales Tax</b>	\$900,000			\$666,707				\$1,566,707
<b>1740, -Civic Center</b>	\$214,331							\$214,331
<b>1750, -City Sales Tax-Bed Tax</b>	\$37,079							\$37,079
<b>1760, -Airport Special Revenue</b>	\$193,044							\$193,044
<b>1820, -CAP Grant</b>	\$58,000							\$58,000
<b>1870 - Marketing Self Sust</b>	\$270,145							\$270,145
<b>1900 - G.O. Bond Debt Service</b>			\$209,296					\$209,296
<b>1920 - HURF Debt Service</b>		\$3,695,875			\$1,000,000			\$4,695,875
<b>1940 - M.P.C. Debt Service</b>	\$21,332,087					\$1,896,230	\$6,267,820	\$29,496,137
<b>1970 - Transportation Debt Service</b>					\$7,331,080			\$7,331,080
<b>2210, - Transportation Capital Project</b>					\$22,810,188			\$22,810,188
<b>2500 - Pub Housing Budget</b>	\$274,269							\$274,269
<b>Total Transfer Out</b>	<b>\$36,528,243</b>	<b>\$3,695,875</b>	<b>\$209,296</b>	<b>\$666,707</b>	<b>\$31,141,268</b>	<b>\$1,896,230</b>	<b>\$6,267,820</b>	<b>\$80,405,439</b>

\* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>GENERAL FUNDS</b>				
<b>1000 - GENERAL</b>				
<b><u>CITY ATTORNEY GROUP</u></b>				
<b><u>City Attorney</u></b>				
10610 City Attorney	\$2,590,877	\$2,554,970	\$2,554,970	\$2,567,621
10615 Outside Legal Fees	\$1,549,559	\$500,000	\$870,000	\$500,000
<b><u>Dept. Total - City Attorney</u></b>	<b><u>\$4,140,436</u></b>	<b><u>\$3,054,970</u></b>	<b><u>\$3,424,970</u></b>	<b><u>\$3,067,621</u></b>
<b><u>CITY AUDITOR GROUP</u></b>				
<b><u>City Auditor</u></b>				
10710 City Auditor	\$317,437	\$290,823	\$290,823	\$297,466
<b><u>CITY CLERK GROUP</u></b>				
<b><u>City Clerk</u></b>				
10210 City Clerk	\$415,827	\$412,442	\$412,442	\$417,982
10220 Records Management	\$147,506	\$147,358	\$147,358	\$149,584
10240 Elections	\$101,611	\$138,941	\$132,844	\$29,006
<b><u>Dept. Total - City Clerk</u></b>	<b><u>\$664,944</u></b>	<b><u>\$698,741</u></b>	<b><u>\$692,644</u></b>	<b><u>\$596,572</u></b>
<b><u>CITY COURT GROUP</u></b>				
<b><u>City Court</u></b>				
10410 City Court	\$3,584,238	\$3,555,129	\$3,555,129	\$3,494,961
<b><u>CITY MANAGER GROUP</u></b>				
<b><u>Admin Svcs Admin.</u></b>				
11210 Administration Services Admin.	\$7,930			
<b><u>City Manager</u></b>				
10310 City Manager	\$1,108,026	\$820,903	\$820,903	\$804,914
<b><u>Group Total - CITY MANAGER:</u></b>	<b><u>\$1,115,956</u></b>			
<b><u>COMMUNICATIONS GROUP</u></b>				
<b><u>Conv./Media/Parking</u></b>				
10890 Convention/Media/Parking	\$243,008	\$268,358	\$268,358	\$267,621
10891 Media Center Operations	\$134,838	\$142,603	\$142,603	\$145,348
<b><u>Dept. Total - Conv./Media/Parking</u></b>	<b><u>\$377,846</u></b>	<b><u>\$410,961</u></b>	<b><u>\$410,961</u></b>	<b><u>\$412,969</u></b>
<b><u>Marketing and Comm.</u></b>				
10810 Marketing	\$1,074,395	\$1,068,890	\$1,068,890	\$1,093,532
14110 City-Wide Special Events	\$331,627	\$321,007	\$321,007	\$335,466
14115 Audio/Visual	\$123,390	\$126,289	\$126,289	\$116,278
14120 Cable Communications	\$711,653	\$537,094	\$537,094	\$504,017
<b><u>Dept. Total - Marketing and Comm.</u></b>	<b><u>\$2,241,065</u></b>	<b><u>\$2,053,280</u></b>	<b><u>\$2,053,280</u></b>	<b><u>\$2,049,293</u></b>
<b><u>Tourism/CVB</u></b>				
10820 Tourism	\$231,700	\$231,442	\$231,442	



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b><u>Group Total - COMMUNICATIONS:</u></b>	<b><u>\$2,850,611</u></b>	<b><u>\$2,695,683</u></b>	<b><u>\$2,695,683</u></b>	<b><u>\$2,462,262</u></b>
<b><u>COMMUNITY &amp; ECON DEV GROUP</u></b>				
<b><u>Business Development</u></b>				
16025 Business Development	\$882,642	\$328,583	\$328,583	\$215,000
<b><u>Community &amp; Econ Dev</u></b>				
13770 Mapping and Records	\$100,921	\$105,129	\$105,129	\$98,809
15610 Building Safety	\$1,979,987	\$1,795,236	\$1,795,236	\$2,084,885
15620 Development Services Center	\$347,466	\$361,758	\$361,758	\$0
15910 Planning Administration	\$337,053	\$304,042	\$304,042	\$749,739
15930 Current Planning	\$323,817	\$256,829	\$256,829	\$0
15940 Long-Range Planning & Research	\$143,804	\$142,469	\$142,469	\$0
16010 Economic Development	\$775,127	\$773,718	\$773,718	\$749,577
<b><u>Dept. Total - Community &amp; Econ Dev</u></b>	<b><u>\$4,008,175</u></b>	<b><u>\$3,739,181</u></b>	<b><u>\$3,739,181</u></b>	<b><u>\$3,683,010</u></b>
<b><u>Rebates &amp; Incentives</u></b>				
16210 Rebates & Incentives	\$50,000	\$388,000	\$388,000	\$338,000
<b><u>Group Total - COMMUNITY &amp; ECON DEV:</u></b>	<b><u>\$4,940,817</u></b>	<b><u>\$4,455,764</u></b>	<b><u>\$4,455,764</u></b>	<b><u>\$4,236,010</u></b>
<b><u>COUNCIL DISTRICTS&amp;OF GROUP</u></b>				
<b><u>Council Office</u></b>				
10110 Council Office	\$575,410	\$573,118	\$573,118	\$589,608
10120 Cholla District	\$73,830	\$65,705	\$65,705	\$94,407
10130 Barrel District	\$83,453	\$63,663	\$63,736	\$77,390
10140 Sahuaro District	\$79,779	\$61,585	\$68,172	\$93,759
10150 Cactus District	\$93,313	\$94,143	\$88,905	\$93,763
10160 Yucca District	\$71,960	\$97,504	\$97,678	\$86,404
10170 Ocotillo District	\$96,018	\$87,594	\$85,539	\$87,568
<b><u>Dept. Total - Council Office</u></b>	<b><u>\$1,073,763</u></b>	<b><u>\$1,043,312</u></b>	<b><u>\$1,042,853</u></b>	<b><u>\$1,122,899</u></b>
<b><u>FINANCIAL SERVICES GROUP</u></b>				
<b><u>Finance</u></b>				
11310 Finance Administration	\$496,155	\$483,798	\$483,798	\$404,364
11320 Accounting Services	\$874,922	\$822,627	\$822,627	\$891,245
11340 License/Collection	\$748,423	\$707,844	\$936,672	\$916,102
<b><u>Dept. Total - Finance</u></b>	<b><u>\$2,119,500</u></b>	<b><u>\$2,014,269</u></b>	<b><u>\$2,243,097</u></b>	<b><u>\$2,211,711</u></b>
<b><u>Lease Pmts/OtherFees</u></b>				
11380 Lease Payments	\$632,757	\$1,177,077	\$1,177,077	\$1,329,761
11390 Merchant Fees	\$280,928	\$199,687	\$199,687	\$303,687
89800 1000 Advisor Fees	\$67,272	\$90,000	\$90,000	\$90,000
<b><u>Dept. Total - Lease Pmts/OtherFees</u></b>	<b><u>\$980,957</u></b>	<b><u>\$1,466,764</u></b>	<b><u>\$1,466,764</u></b>	<b><u>\$1,723,448</u></b>
<b><u>Management &amp; Budget</u></b>				
11360 Materials Management	\$237,988	\$292,544	\$292,544	\$186,916
11610 Budget & Research	\$617,364	\$552,808	\$552,808	\$561,885
11620 Grants Administration	\$45,340	\$65,493	\$65,493	\$66,685
<b><u>Dept. Total - Management &amp; Budget</u></b>	<b><u>\$900,692</u></b>	<b><u>\$910,845</u></b>	<b><u>\$910,845</u></b>	<b><u>\$815,486</u></b>

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b><u>Group Total - FINANCIAL SERVICES:</u></b>	<b><u>\$4,001,149</u></b>	<b><u>\$4,391,878</u></b>	<b><u>\$4,620,706</u></b>	<b><u>\$4,750,645</u></b>
<b><u>FIRE SERVICES GROUP</u></b>				
<b><u>Fire Department</u></b>				
12410 Fire Administration	\$1,708,855	\$1,666,157	\$1,677,157	\$1,428,335
12421 Fire Special Operations	\$8,837	\$16,293	\$16,293	\$16,293
12422 Fire Operations	\$18,144,429	\$19,160,363	\$19,897,622	\$20,903,968
12433 Fire Resource Management	\$1,881,611	\$1,870,124	\$2,234,793	\$2,158,781
12434 Fire Training	\$12,973	\$13,656	\$13,656	\$0
12436 Fire Medical Services & Health	\$18,908	\$48,983	\$48,983	\$49,099
12438 Fire-Emergency Mgmt				\$340,622
12441 Fire Marshal's Office	\$854,690	\$813,458	\$813,458	\$828,595
12444 Fire Community Services	\$12,984	\$15,250	\$15,250	\$15,250
12491 Ambulance Services	\$474,342	\$498,294	\$498,294	\$505,640
12492 Air-Med & Logistics Ops (HALO)	\$808,749	\$767,633	\$895,950	\$966,041
12521 PS Training Ctr - Fire	\$530,520	\$581,875	\$581,875	\$581,875
<b><u>Dept. Total - Fire Department</u></b>	<b><u>\$24,456,898</u></b>	<b><u>\$25,452,086</u></b>	<b><u>\$26,693,331</u></b>	<b><u>\$27,794,499</u></b>
<b><u>HR &amp; RISK MGT GROUP</u></b>				
<b><u>Human Resources</u></b>				
11010 Risk Management/Safety	\$132,651	\$130,211	\$396,077	\$377,221
11020 Benefits	\$106,335	\$101,704	\$265,959	\$301,903
11030 Human Resources Administration	\$486,427	\$339,369	\$339,369	\$333,525
11040 Employment Services	\$354,730	\$362,287	\$268,865	\$270,655
11050 Employee Relations	\$188,624	\$185,578	\$276,424	\$195,155
11060 Compensation	\$443,970	\$424,322	\$339,215	\$197,171
11070 Organizational Development	\$341,317	\$163,192	\$86,620	\$81,344
<b><u>Dept. Total - Human Resources</u></b>	<b><u>\$2,054,054</u></b>	<b><u>\$1,706,663</u></b>	<b><u>\$1,972,529</u></b>	<b><u>\$1,756,974</u></b>
<b><u>INTERGOVT. PROGRAMS GROUP</u></b>				
<b><u>Intergovt. Programs</u></b>				
10910 Intergovernmental Programs	\$673,862	\$638,158	\$638,158	\$476,818
<b><u>MAYOR'S OFFICE GROUP</u></b>				
<b><u>Mayor</u></b>				
10010 Office of the Mayor	\$369,955	\$287,444	\$287,444	\$291,078
<b><u>N'HOOD &amp; HUMAN SVCS GROUP</u></b>				
<b><u>Code Compliance</u></b>				
14410 Code Compliance	\$1,358,703	\$1,256,396	\$1,256,396	\$1,226,530
15015 Neighborhood Partnership	\$403,698	\$122,039	\$122,039	\$105,795
<b><u>Dept. Total - Code Compliance</u></b>	<b><u>\$1,762,401</u></b>	<b><u>\$1,378,435</u></b>	<b><u>\$1,378,435</u></b>	<b><u>\$1,332,325</u></b>
<b><u>Comm. Action Program</u></b>				
14420 CAP Local Match	\$120,149	\$129,859	\$129,859	\$26,787
<b><u>Comm. Partnerships</u></b>				
15010 Community Revitalization	\$446,736	\$363,066	\$363,066	\$270,243



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b><u>Community Dev Admin</u></b>				
15510 CD Deputy City Manager	\$206,797	\$205,473	\$205,473	\$0
<b><u>Neighborhood Imp Gr</u></b>				
15120 Neighborhood Improvement Grant	\$8,812			
<b><u>Group Total - N'HOOD &amp; HUMAN SVCS:</u></b>	<b><u>\$2,544,895</u></b>	<b><u>\$2,076,833</u></b>	<b><u>\$2,076,833</u></b>	<b><u>\$1,629,355</u></b>
<b><u>NON-DEPARTMENTAL GROUP</u></b>				
<b><u>Non-Departmental</u></b>				
11801 Fund 1000 Non-Dept	\$2,647,094	\$644,720	\$1,984,881	\$783,465
<b><u>PARKS, REC &amp; LIBRARY GROUP</u></b>				
<b><u>Library &amp; Arts</u></b>				
15220 Library	\$5,549,178	\$4,894,769	\$4,894,769	\$4,205,584
15230 Arts Maintenance - Admin.	\$15,843	\$329	\$329	
<b><u>Dept. Total - Library &amp; Arts</u></b>	<b><u>\$5,565,021</u></b>	<b><u>\$4,895,098</u></b>	<b><u>\$4,895,098</u></b>	<b><u>\$4,205,584</u></b>
<b><u>Parks &amp; Recreation</u></b>				
13010 Pool Maintenance	\$195,438	\$175,333	\$175,333	\$181,551
13020 Park Irrigation	\$256,295	\$174,568	\$174,568	\$181,005
13030 Parks CIP & Planning	\$102,631	\$105,439	\$105,439	\$11,279
13040 Parks Maintenance	\$3,405,236	\$3,253,533	\$3,604,533	\$4,397,214
14610 Parks & Recreation Admin.	\$187,208	\$378,753	\$378,753	\$694,234
14620 Glendale Community Center	\$149,930	\$72,358	\$72,358	\$16,820
14630 Recreation Support Services	\$841,385	\$733,082	\$752,082	\$129,242
14640 Adult Center	\$542,487	\$370,526	\$370,526	\$287,419
14650 Youth and Teen	\$485,186	\$420,808	\$420,808	\$0
14660 Special Events and Programs	\$653	\$6,258	\$6,258	\$5,793
14670 Sports and Health	\$400,110	\$298,557	\$298,557	\$3,312
14680 Aquatics	\$201,821	\$140,960	\$140,960	\$142,718
14700 Marketing - Parks & Rec	\$88,583	\$0	\$0	
14710 Park Rangers	\$279,089	\$273,166	\$273,166	\$261,679
14720 Foothills Recreation Center	\$1,546,915	\$1,378,645	\$1,378,648	\$1,204,393
14760 Historic Sahuaro Ranch	\$261,357	\$92,862	\$92,862	\$11,714
<b><u>Dept. Total - Parks &amp; Recreation</u></b>	<b><u>\$8,944,324</u></b>	<b><u>\$7,874,848</u></b>	<b><u>\$8,244,851</u></b>	<b><u>\$7,528,373</u></b>
<b><u>Group Total - PARKS, REC &amp; LIBRARY:</u></b>	<b><u>\$14,509,345</u></b>	<b><u>\$12,769,946</u></b>	<b><u>\$13,139,949</u></b>	<b><u>\$11,733,957</u></b>
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
12110 Police Legal Services	\$379	\$3,870	\$3,870	\$2,985
12120 Police Administration	\$2,193,261	\$2,392,684	\$2,392,684	\$2,802,111
12130 Central Patrol Bureau	\$9,999,530	\$10,819,107	\$10,819,107	\$11,545,121
12150 Crime Investigations	\$9,045,481	\$9,203,968	\$9,203,968	\$10,262,980
12160 Police Personnel Management	\$2,271,855	\$2,114,192	\$2,114,192	\$1,446,848
12170 Foothills Patrol Bureau	\$11,248,663	\$11,666,198	\$11,666,198	\$12,240,971
12180 Police Support Services	\$1,622,047	\$1,385,867	\$1,385,867	\$1,626,211
12210 PD - Fiscal Management	\$2,746,480	\$2,709,519	\$2,709,519	\$2,934,465
12215 PD - Tow Administration	\$43,332	\$51,693	\$51,693	\$55,344

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
12220 PD - Detention	\$1,192,098	\$1,219,934	\$1,219,934	\$1,261,118
12230 PD - Communications	\$2,259,100	\$2,462,604	\$2,462,604	\$2,415,049
12232 PS Training Ctr - Police	\$530,520	\$581,875	\$581,875	\$581,875
12233 PD - Special Operations	\$4,237,551	\$4,508,718	\$4,508,718	\$4,768,546
12235 PD - Emergency Management	\$726,607	\$428,621	\$428,621	
<b><u>Dept. Total - Police Department</u></b>	<b><u>\$48,116,904</u></b>	<b><u>\$49,548,850</u></b>	<b><u>\$49,548,850</u></b>	<b><u>\$51,943,624</u></b>
<b><u>PUBLIC WORKS GROUP</u></b>				
<b><u>Engineering</u></b>				
13710 BofA Bank Building	\$217,797	\$256,579	\$256,579	\$256,579
13715 Promenade at Palmar	\$59,986	\$56,400	\$56,400	\$56,400
13720 Engineering Administration	\$590,941	\$239,119	\$239,119	\$286,402
13730 Design Division	\$141,884	\$24,404	\$24,404	-\$73,147
13780 Land Development Division	\$340,409	\$327,895	\$327,895	\$331,634
13790 Construction Inspection	\$413,610	\$413,204	\$413,204	\$422,329
13800 Materials Testing	\$245,719	\$231,379	\$231,379	\$222,953
13820 Utility Inspection	\$17,395			
<b><u>Dept. Total - Engineering</u></b>	<b><u>\$2,027,741</u></b>	<b><u>\$1,548,980</u></b>	<b><u>\$1,548,980</u></b>	<b><u>\$1,503,150</u></b>
<b><u>Field Operations</u></b>				
11370 Materials Control Warehouse	\$239,054	\$217,428	\$217,428	\$190,689
13410 Field Operations Admin.	\$662,666	\$648,008	\$649,092	\$476,330
13420 Cemetery	\$232,638	\$239,082	\$239,082	\$188,913
13430 Manistee Ranch Maintenance	\$5,956	\$5,113	\$5,113	\$5,113
13440 Graffiti Removal	\$223,242	\$179,603	\$179,603	\$17,054
13450 Facilities Management	\$3,604,344	\$3,452,476	\$3,451,392	\$3,767,943
13460 Custodial Services	\$903,122	\$862,107	\$862,107	\$893,874
13461 Downtown Parking Garage	\$68,721	\$64,859	\$64,859	\$46,894
16040 Downtown Beaut. & Promotion	\$260,661	\$139,420	\$139,420	\$0
<b><u>Dept. Total - Field Operations</u></b>	<b><u>\$6,200,404</u></b>	<b><u>\$5,808,096</u></b>	<b><u>\$5,808,096</u></b>	<b><u>\$5,586,810</u></b>
<b><u>Group Total - PUBLIC WORKS:</u></b>	<b><u>\$8,228,145</u></b>	<b><u>\$7,357,076</u></b>	<b><u>\$7,357,076</u></b>	<b><u>\$7,089,960</u></b>
<b><u>TECH. &amp; INNOVATION GROUP</u></b>				
<b><u>Info. Technology</u></b>				
11510 Information Technology	\$3,041,057	\$3,495,158	\$3,495,158	\$3,345,142
<b><u>WATER SERVICES GROUP</u></b>				
<b><u>Env. Resources</u></b>				
12910 HazMat Incidence Response	\$14,528	\$0	\$0	
<b><u>Fund Total - GENERAL:</u></b>	<b><u>\$129,346,088</u></b>	<b><u>\$124,984,137</u></b>	<b><u>\$128,793,684</u></b>	<b><u>\$127,678,222</u></b>
<b>1040 - GENERAL SERVICES</b>				
<b><u>PUBLIC WORKS GROUP</u></b>				
<b><u>Field Operations</u></b>				
13510 Equipment Management	\$3,274,458	\$3,866,686	\$3,866,686	\$3,990,336
13520 Fuel Services	\$3,756,582	\$3,303,029	\$3,303,029	\$3,803,029



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
13530 Parts Store Operations	\$1,391,612	\$1,822,840	\$1,822,840	\$1,569,565
<b><u>Dept. Total - Field Operations</u></b>	<b><u>\$8,422,652</u></b>	<b><u>\$8,992,555</u></b>	<b><u>\$8,992,555</u></b>	<b><u>\$9,362,930</u></b>
<b><u>Fund Total - GENERAL SERVICES:</u></b>	<b><u>\$8,422,652</u></b>	<b><u>\$8,992,555</u></b>	<b><u>\$8,992,555</u></b>	<b><u>\$9,362,930</u></b>
<b>1100 - TELEPHONE SERVICES</b>				
<b><u>TECH. &amp; INNOVATION GROUP</u></b>				
<b><u>Info. Technology</u></b>				
11520 Telephones	\$948,869	\$981,990	\$981,990	\$885,104
<b><u>Fund Total - TELEPHONE SERVICES:</u></b>	<b><u>\$948,869</u></b>	<b><u>\$981,990</u></b>	<b><u>\$981,990</u></b>	<b><u>\$885,104</u></b>
<b>1120 - VEHICLE REPLACEMENT</b>				
<b><u>PUBLIC WORKS GROUP</u></b>				
<b><u>Field Operations</u></b>				
13610 Equipment Replacement	\$2,040,861	\$2,795,693	\$2,795,693	\$2,795,693
<b><u>Fund Total - VEHICLE REPLACEMENT:</u></b>	<b><u>\$2,040,861</u></b>	<b><u>\$2,795,693</u></b>	<b><u>\$2,795,693</u></b>	<b><u>\$2,795,693</u></b>
<b>1140 - PC REPLACEMENT</b>				
<b><u>TECH. &amp; INNOVATION GROUP</u></b>				
<b><u>Info. Technology</u></b>				
11530 Technology Replacement	\$1,616,648	\$3,166,124	\$3,166,124	\$2,707,898
<b><u>Fund Total - PC REPLACEMENT:</u></b>	<b><u>\$1,616,648</u></b>	<b><u>\$3,166,124</u></b>	<b><u>\$3,166,124</u></b>	<b><u>\$2,707,898</u></b>
<b>1190 - EMPLOYEE GROUPS</b>				
<b><u>HR &amp; RISK MGT GROUP</u></b>				
<b><u>Employee Groups</u></b>				
11110 GEMS	\$18,632	\$20,000	\$20,000	\$20,000
11120 Diversity Committee	\$36,273	\$0	\$0	
11130 Glendale Hispanic Network	\$23,256			
11140 Holiday Event		\$0	\$0	\$0
<b><u>Dept. Total - Employee Groups</u></b>	<b><u>\$78,161</u></b>	<b><u>\$20,000</u></b>	<b><u>\$20,000</u></b>	<b><u>\$20,000</u></b>
<b><u>Fund Total - EMPLOYEE GROUPS:</u></b>	<b><u>\$78,161</u></b>	<b><u>\$20,000</u></b>	<b><u>\$20,000</u></b>	<b><u>\$20,000</u></b>
<b>1200 - UTILITY BILL DONATION</b>				
<b><u>NON-DEPARTMENTAL GROUP</u></b>				
<b><u>Non-Departmental</u></b>				
36502 From the Heart	\$172,900			\$200,000
<b><u>Fund Total - UTILITY BILL DONATION:</u></b>	<b><u>\$172,900</u></b>			<b><u>\$200,000</u></b>

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>1220 - ARTS COMMISSION FUND</b>				
<u><b>PARKS, REC &amp; LIBRARY GROUP</b></u>				
<u><b>Library &amp; Arts</b></u>				
15310 Arts Maintenance	\$62,702	\$166,090	\$166,090	\$206,677
<b>Fund Total - ARTS COMMISSION FUND:</b>	<b><u>\$62,702</u></b>	<b><u>\$166,090</u></b>	<b><u>\$166,090</u></b>	<b><u>\$206,677</u></b>
<b>1240 - COURT SECURITY/BONDS</b>				
<u><b>CITY COURT GROUP</b></u>				
<u><b>City Court</b></u>				
10510 Court Security	\$287,100	\$471,345	\$333,053	\$478,844
10520 Court Time Payments	\$98,574	\$129,699	\$112,520	\$131,840
10530 Fill the Gap	\$26,246	\$57,000	\$37,005	\$57,000
<b>Dept. Total - City Court</b>	<b><u>\$411,920</u></b>	<b><u>\$658,044</u></b>	<b><u>\$482,578</u></b>	<b><u>\$667,684</u></b>
<b>Fund Total - COURT SECURITY/BONDS:</b>	<b><u>\$411,920</u></b>	<b><u>\$658,044</u></b>	<b><u>\$482,578</u></b>	<b><u>\$667,684</u></b>
<b>1260 - LIBRARY</b>				
<u><b>PARKS, REC &amp; LIBRARY GROUP</b></u>				
<u><b>Library &amp; Arts</b></u>				
15410 Library Book Fund	\$476,020	\$155,000	\$155,000	\$148,905
<b>Fund Total - LIBRARY:</b>	<b><u>\$476,020</u></b>	<b><u>\$155,000</u></b>	<b><u>\$155,000</u></b>	<b><u>\$148,905</u></b>
<b>1280 - YOUTH SPORTS COMPLEX</b>				
<u><b>PARKS, REC &amp; LIBRARY GROUP</b></u>				
<u><b>Parks &amp; Recreation</b></u>				
13290 YSC - Parks & Rec	\$219,790	\$262,000	\$262,000	\$262,000
<u><b>PUBLIC WORKS GROUP</b></u>				
<u><b>Field Operations</b></u>				
13470 YSC - Facilities Mgt.	\$45,703	\$60,000	\$60,000	\$60,000
<b>Fund Total - YOUTH SPORTS COMPLEX:</b>	<b><u>\$265,493</u></b>	<b><u>\$322,000</u></b>	<b><u>\$322,000</u></b>	<b><u>\$322,000</u></b>
<b>1281 - STADIUM EVENT OPERATIONS</b>				
<u><b>COMMUNICATIONS GROUP</b></u>				
<u><b>Marketing and Comm.</b></u>				
10840 Mkt'g - Stadium Events	\$96,539	\$25,070	\$25,070	\$27,844
<u><b>FIRE SERVICES GROUP</b></u>				
<u><b>Fire Department</b></u>				
12515 Fire - Fiesta Bowl Event	\$72,665	\$159,942	\$159,942	\$159,932



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
12520 Stadium - Fire Event Staffing	\$231,622	\$229,886	\$229,886	\$229,871
<b><u>Dept. Total - Fire Department</u></b>	<b><u>\$304,287</u></b>	<b><u>\$389,828</u></b>	<b><u>\$389,828</u></b>	<b><u>\$389,803</u></b>
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
12231 Stadium - PD Event Staffing	\$1,249,340	\$1,342,031	\$1,342,031	\$1,360,077
12234 PD - Fiesta Bowl Event	\$312,672	\$401,268	\$401,268	\$393,147
<b><u>Dept. Total - Police Department</u></b>	<b><u>\$1,562,012</u></b>	<b><u>\$1,743,299</u></b>	<b><u>\$1,743,299</u></b>	<b><u>\$1,753,224</u></b>
<b><u>TRANSPORTATION SVCS GROUP</u></b>				
<b><u>Transportation</u></b>				
16840 Stadium - Transportation Ops.	\$595,589	\$645,734	\$545,734	\$792,884
16845 Transp - Fiesta Bowl Event	\$62,449	\$79,942	\$69,942	\$79,838
<b><u>Dept. Total - Transportation</u></b>	<b><u>\$658,038</u></b>	<b><u>\$725,676</u></b>	<b><u>\$615,676</u></b>	<b><u>\$872,722</u></b>
<b><u>Fund Total - STADIUM EVENT OPERATIONS:</u></b>	<b><u>\$2,620,876</u></b>	<b><u>\$2,883,873</u></b>	<b><u>\$2,773,873</u></b>	<b><u>\$3,043,593</u></b>
<b>1282 - ARENA EVENT OPERATIONS</b>				
<b><u>FINANCIAL SERVICES GROUP</u></b>				
<b><u>Finance</u></b>				
11415 Arena Management Fee	\$21,100,000	\$17,000,000	\$1,844,296	\$9,500,000
<b><u>FIRE SERVICES GROUP</u></b>				
<b><u>Fire Department</u></b>				
12489 Westgate - Fire Event Staffing	\$247			
12490 Arena - Fire Event Staffing	\$170,782	\$302,336	\$218,629	\$303,094
<b><u>Dept. Total - Fire Department</u></b>	<b><u>\$171,029</u></b>	<b><u>\$302,336</u></b>	<b><u>\$218,629</u></b>	<b><u>\$303,094</u></b>
<b><u>PARKS, REC &amp; LIBRARY GROUP</u></b>				
<b><u>Right-of-Way</u></b>				
16740 Arena - ROW Maintenance	\$11,616	\$49,966	\$49,966	\$49,901
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
12190 Arena-PD Event Staffing	\$548,175	\$839,752	\$588,632	\$812,392
<b><u>TRANSPORTATION SVCS GROUP</u></b>				
<b><u>Transportation</u></b>				
16830 Arena - Transportation Ops.	\$14,230	\$15,000	\$15,000	\$14,981
<b><u>Fund Total - ARENA EVENT OPERATIONS:</u></b>	<b><u>\$21,845,050</u></b>	<b><u>\$18,207,054</u></b>	<b><u>\$2,716,523</u></b>	<b><u>\$10,680,368</u></b>

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>1283 - CAMELBACKRANCH EVENT OPERATIONS</b>				
<b><u>FIRE SERVICES GROUP</u></b>				
<b><u>Fire Department</u></b>				
12485 CBRanch - Fire Event Staffing	\$33,291	\$28,852	\$28,852	\$28,852
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
12195 CBRanch-Police Event Staffing				\$28,482
<b><u>Fund Total - CAMELBACKRANCH EVENT OPERATION</u></b>	<b><u>\$33,291</u></b>	<b><u>\$28,852</u></b>	<b><u>\$28,852</u></b>	<b><u>\$57,334</u></b>
<b>1740 - CIVIC CENTER</b>				
<b><u>COMMUNICATIONS GROUP</u></b>				
<b><u>Civic Center</u></b>				
11710 Civic Center	\$763,496	\$687,728	\$650,728	\$586,180
<b><u>Fund Total - CIVIC CENTER:</u></b>	<b><u>\$763,496</u></b>	<b><u>\$687,728</u></b>	<b><u>\$650,728</u></b>	<b><u>\$586,180</u></b>
<b>1750 - CITY SALES TAX-BED TAX</b>				
<b><u>COMMUNICATIONS GROUP</u></b>				
<b><u>Tourism/CVB</u></b>				
10820 Tourism				\$237,301
14312 Glendale CVB - Bed Tax				\$418,130
<b><u>Dept. Total - Tourism/CVB</u></b>				<b><u>\$655,431</u></b>
<b><u>Fund Total - CITY SALES TAX-BED TAX:</u></b>				<b><u>\$655,431</u></b>
<b>1780 - ARENA SPECIAL REVENUE</b>				
<b><u>FINANCIAL SERVICES GROUP</u></b>				
<b><u>Finance</u></b>				
11420 Arena Renewal and Replacement		\$1,117,000		
<b><u>Fund Total - ARENA SPECIAL REVENUE:</u></b>		<b><u>\$1,117,000</u></b>		
<b>1790 - STADIUM CITY SALES TAX - AZSTA</b>				
<b><u>FINANCIAL SERVICES GROUP</u></b>				
<b><u>Finance</u></b>				
11400 AZSTA - Stadium Tax Refund	\$1,600,173	\$2,399,570	\$2,399,570	\$2,128,480
<b><u>Fund Total - STADIUM CITY SALES TAX - AZSTA:</u></b>	<b><u>\$1,600,173</u></b>	<b><u>\$2,399,570</u></b>	<b><u>\$2,399,570</u></b>	<b><u>\$2,128,480</u></b>



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>1870 - MARKETING SELF SUST</b>				
<b><u>COMMUNICATIONS GROUP</u></b>				
<b><u>Marketing and Comm.</u></b>				
14321 Glitter Spectacular	\$113,639	\$124,865	\$124,873	\$124,865
14322 Enchanted Evening	\$97,757	\$89,268	\$89,327	\$89,268
14323 Glitter and Glow	\$93,589	\$95,751	\$95,711	\$95,751
14324 Chocolate Affaire	\$97,365	\$102,676	\$102,636	\$102,676
14325 Jazz Festival	\$171,577	\$176,408	\$0	\$0
14326 Glitters Light	\$159,588	\$154,182	\$154,182	\$154,182
14327 Other Special Events	\$80,746	\$103,415	\$103,415	\$103,415
14328 Summer Band	\$5,903	\$3,435	\$3,435	\$3,435
<b><u>Dept. Total - Marketing and Comm.</u></b>	<b><u>\$820,164</u></b>	<b><u>\$850,000</u></b>	<b><u>\$673,579</u></b>	<b><u>\$673,592</u></b>
<b><u>Tourism/CVB</u></b>				
14300 Banner Program	\$900			
14310 Tourism - Souvenir Program	\$758	\$5,000	\$5,000	\$5,000
14311 Glendale CVB - Memberships	\$22,240	\$448,130	\$30,000	\$30,000
14312 Glendale CVB - Bed Tax			\$418,130	
<b><u>Dept. Total - Tourism/CVB</u></b>	<b><u>\$23,898</u></b>	<b><u>\$453,130</u></b>	<b><u>\$453,130</u></b>	<b><u>\$35,000</u></b>
<b><u>Group Total - COMMUNICATIONS:</u></b>	<b><u>\$844,062</u></b>	<b><u>\$1,303,130</u></b>	<b><u>\$1,126,709</u></b>	<b><u>\$708,592</u></b>
<b><u>Fund Total - MARKETING SELF SUST:</u></b>	<b><u>\$844,062</u></b>	<b><u>\$1,303,130</u></b>	<b><u>\$1,126,709</u></b>	<b><u>\$708,592</u></b>
<b>2530 - TRAINING FACILITY REVENUE FUND</b>				
<b><u>FIRE SERVICES GROUP</u></b>				
<b><u>Fire Department</u></b>				
12590 PS Training Ops - Fire	\$719,815	\$738,533	\$708,533	\$760,631
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
12390 PS Training Ops - Police	\$294,127	\$340,622	\$340,622	\$350,045
<b><u>PUBLIC WORKS GROUP</u></b>				
<b><u>Field Operations</u></b>				
13480 PS Training Ops - Fac. Mgmt.	\$445,037	\$417,031	\$417,031	\$415,244
<b><u>Fund Total - TRAINING FACILITY REVENUE FUND:</u></b>	<b><u>\$1,458,979</u></b>	<b><u>\$1,496,186</u></b>	<b><u>\$1,466,186</u></b>	<b><u>\$1,525,920</u></b>
<b>2538 - GLENDALE HEALTH CENTER</b>				
<b><u>FIRE SERVICES GROUP</u></b>				
<b><u>Fire Department</u></b>				
12711 Glendale Health Center	\$49,070	\$54,000	\$54,000	\$54,010
<b><u>Fund Total - GLENDALE HEALTH CENTER:</u></b>	<b><u>\$49,070</u></b>	<b><u>\$54,000</u></b>	<b><u>\$54,000</u></b>	<b><u>\$54,010</u></b>

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>TOTAL - GENERAL FUNDS</b>	<b>\$173,057,311</b>	<b>\$170,419,026</b>	<b>\$157,092,155</b>	<b>\$164,435,021</b>

**SPECIAL REVENUE FUNDS**

**1300 - HOME GRANT**

**N'HOOD & HUMAN SVCS GROUP**

**Comm. Partnerships**

30001 HOME Program	-\$25,000	\$773,117	\$773,117	\$1,625,895
30002 Single Family Rehabilitation	\$90,956			
30004 Rehab Delivery	\$31,681			
30005 Rehabilitation Delivery	\$8,265			
30007 NHS 1st time home buyer-ADDI	\$10,500			
30010 Habitat-Valley of the Sun	\$219,572			
30014 Newtown CDC Community Land Tru	\$145,991			

**Dept. Total - Comm. Partnerships**      **\$481,965**      **\$773,117**      **\$773,117**      **\$1,625,895**

**Fund Total - HOME GRANT:**      **\$481,965**      **\$773,117**      **\$773,117**      **\$1,625,895**

**1310 - NEIGHBORHOOD STABILIZATION PGM**

**N'HOOD & HUMAN SVCS GROUP**

**Comm. Partnerships**

30900 NSP Programs	\$736,810	\$600,000	\$600,000	\$1,320,000
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**Fund Total - NEIGHBORHOOD STABILIZATION PGM:**      **\$736,810**      **\$600,000**      **\$600,000**      **\$1,320,000**

**1311 - N'HOOD STABILIZATION PGM III**

**N'HOOD & HUMAN SVCS GROUP**

**Comm. Partnerships**

30910 NSP III	\$1,814,141	\$1,684,188	\$1,684,188	\$1,601,026
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**Fund Total - N'HOOD STABILIZATION PGM III:**      **\$1,814,141**      **\$1,684,188**      **\$1,684,188**      **\$1,601,026**

**1320 - C.D.B.G.**

**N'HOOD & HUMAN SVCS GROUP**

**Comm. Partnerships**

31001 CDBG Programs	\$1	\$2,336,844	\$2,336,844	\$3,194,359
31002 Voluntary Demo - L/M	\$12,029			
31003 Voluntary Demo - S/B	\$66,766			
31004 Lead-Based Paint Haz Reduction	\$20,470			
31005 PS WestsideEmergency Food Bank	\$29,191			
31006 Temporary Relocation	\$26,213			
31017 Single Family Residential	\$158,598			
31018 Paint Reimbursement Program	\$56,676			
31019 Rehabilitation Staff	\$121,650			
31020 Rehabilitation Delivery	\$13,670			



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
31021 Home Safety Repair Program	\$42,634			
31022 Roof Repair Program	\$97,968			
31026 PS CIR/CONTACTS	\$8,340			
31028 General Administration	\$366,730			
31030 Fair Housing-Commun Legal Svcs	\$15,000			
31033 Prehab Faith House-Open	\$16,680			
31039 PS YWCA Senior Congregate Meal	\$45,747			
31045 PS Glendale Home Accessibility	\$57,093			
31050 St Vincent de Paul-OLPH	\$46,913			
31051 Home Food Delivery-Westside FB	\$25,021			
31053 JAG Ctr-PREHAB	\$16,680			
31054 Boy's & Girl's Club-Metro Phx	\$16,680			
31061 CASS-Vista Colina Shelter	\$11,444			
31063 Visual Improvement Prgm	\$2,372			
31078 PI-Code Compliance Clean-up	\$15,963			
31081 Code Prof. Svcs, Clean &Lien	\$35,772			
31083 PI-Community Housing-Cholla	\$162,720			
31084 PS-Central Arizona Shelter	\$16,680			
31085 PS-Chrysalis	\$12,510			
31086 PS-Duet, Partners In Aging	\$10,842			
31087 PS- Back to School Clothing Dr	\$8,340			
31088 PS-Comm. Information Referral	\$20,102			
31089 PF-Comm Housing	\$38,609			
31090 PF- ValleyLife	\$64,402			
31091 PF-A New Leaf	\$863			
31094 PS-Interfaith Coop Ministries	\$7,089			
31095 PS-Florence Crittenton Service	\$3,932			
31096 PF-COG Parks & Rec	\$19,487			
31098 Habitat- Emergency Home Repair	\$264,495			
31099 COG Housing Div Modern of Bath	\$23,591			
31100 New Leaf Faith Shelter Improve	\$413			
<b>Dept. Total - Comm. Partnerships</b>	<b><u>\$1,980,376</u></b>	<b><u>\$2,336,844</u></b>	<b><u>\$2,336,844</u></b>	<b><u>\$3,194,359</u></b>
<b>Fund Total - C.D.B.G.:</b>	<b><u>\$1,980,376</u></b>	<b><u>\$2,336,844</u></b>	<b><u>\$2,336,844</u></b>	<b><u>\$3,194,359</u></b>

**1340 - HIGHWAY USER GAS TAX**

**PARKS, REC & LIBRARY GROUP**

**Right-of-Way**

16710 Right-of-Way Maintenance	\$2,127,414	\$2,012,694	\$2,012,694	\$2,632,413
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**PUBLIC WORKS GROUP**

**Field Operations**

16720 Street Maintenance	\$1,922,175	\$1,043,221	\$1,043,221	\$4,036,235
16731 Graffiti Removal - ROW				\$161,321

<b>Dept. Total - Field Operations</b>	<b><u>\$1,922,175</u></b>	<b><u>\$1,043,221</u></b>	<b><u>\$1,043,221</u></b>	<b><u>\$4,197,556</u></b>
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**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b><u>TRANSPORTATION SVCS GROUP</u></b>				
<b><u>Transportation</u></b>				
16810 Traffic Signals	\$756,345	\$786,416	\$786,756	\$1,281,708
16820 Signs & Markings	\$587,199	\$677,854	\$677,854	\$789,510
16910 Transportation Administration	\$246,861	\$249,773	\$249,433	\$172,904
16920 Street Light Management	\$1,394,653	\$1,408,390	\$1,408,390	\$2,128,322
16940 Traffic Studies	\$362,657	\$385,951	\$385,951	\$393,609
16950 Traffic Design and Development	\$341,469	\$178,043	\$178,043	\$179,254
<b><u>Dept. Total - Transportation</u></b>	<b><u>\$3,689,184</u></b>	<b><u>\$3,686,427</u></b>	<b><u>\$3,686,427</u></b>	<b><u>\$4,945,307</u></b>
<b><u>Fund Total - HIGHWAY USER GAS TAX:</u></b>	<b><u>\$7,738,773</u></b>	<b><u>\$6,742,342</u></b>	<b><u>\$6,742,342</u></b>	<b><u>\$11,775,276</u></b>
<b>1650 - TRANSPORTATION GRANTS</b>				
<b><u>TRANSPORTATION SVCS GROUP</u></b>				
<b><u>Transportation</u></b>				
37201 JARC - GUS 1 & 2	\$184,325	\$212,971	\$139,122	\$73,849
37202 New Freedom - GUS 3	\$67,052	\$44,670	\$44,670	
37203 New Freedom-Bus Buddies BAG IT	\$27,934	\$45,172	\$23,442	\$20,202
37204 New Freedom-Taxi Subsidy Prog.	\$49,846			
37205 JARC - Route 60	\$293,545	\$118,466	\$118,466	
37206 HSIP Ped Countdown Signals	\$19,659	\$35,541		\$35,541
<b><u>Dept. Total - Transportation</u></b>	<b><u>\$642,361</u></b>	<b><u>\$456,820</u></b>	<b><u>\$325,700</u></b>	<b><u>\$129,592</u></b>
<b><u>Fund Total - TRANSPORTATION GRANTS:</u></b>	<b><u>\$642,361</u></b>	<b><u>\$456,820</u></b>	<b><u>\$325,700</u></b>	<b><u>\$129,592</u></b>
<b>1660 - TRANSPORTATION SALES TAX</b>				
<b><u>TRANSPORTATION SVCS GROUP</u></b>				
<b><u>Transportation</u></b>				
16510 Transportation Program Mgmt	\$2,835,010	\$2,407,844	\$2,407,844	\$2,990,125
16520 Transportation Education	\$195,068	\$229,122	\$229,122	\$236,210
16525 Transit Management	\$307,192	\$350,442	\$350,442	\$378,752
16530 Dial-A-Ride	\$2,376,982	\$2,499,516	\$2,565,087	\$2,563,156
16540 Fixed Route	\$2,769,325	\$5,133,488	\$5,067,917	\$4,338,648
16550 Demand Management	\$16,354	\$42,000	\$42,000	\$42,000
16570 Intelligent Transportation Sys	\$449,252	\$613,532	\$613,532	\$618,190
16580 Traffic Mitigation	\$168,377	\$432,681	\$432,681	\$335,627
16590 Transportation CIP O&M	\$134,391	\$113,893	\$113,893	\$748,451
16610 GO Traffic Signals				\$18,600
16620 GO Signs & Marking				\$53,813
16630 GO Street Light Mgmt				\$57,343
<b><u>Dept. Total - Transportation</u></b>	<b><u>\$9,251,951</u></b>	<b><u>\$11,822,518</u></b>	<b><u>\$11,822,518</u></b>	<b><u>\$12,380,915</u></b>
<b><u>Fund Total - TRANSPORTATION SALES TAX:</u></b>	<b><u>\$9,251,951</u></b>	<b><u>\$11,822,518</u></b>	<b><u>\$11,822,518</u></b>	<b><u>\$12,380,915</u></b>



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>1700 - POLICE SPECIAL REVENUE</b>				
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
12310 Patrol - Special Revenue Fund	\$12,053,772	\$14,240,490	\$13,740,490	\$15,627,787
<b>Fund Total - POLICE SPECIAL REVENUE:</b>	<b><u>\$12,053,772</u></b>	<b><u>\$14,240,490</u></b>	<b><u>\$13,740,490</u></b>	<b><u>\$15,627,787</u></b>
<b>1720 - FIRE SPECIAL REVENUE</b>				
<b><u>FIRE SERVICES GROUP</u></b>				
<b><u>Fire Department</u></b>				
12610 Fire - Special Revenue Fund	\$7,503,525	\$6,559,036	\$6,452,530	\$6,913,425
<b>Fund Total - FIRE SPECIAL REVENUE:</b>	<b><u>\$7,503,525</u></b>	<b><u>\$6,559,036</u></b>	<b><u>\$6,452,530</u></b>	<b><u>\$6,913,425</u></b>
<b>1760 - AIRPORT SPECIAL REVENUE</b>				
<b><u>TRANSPORTATION SVCS GROUP</u></b>				
<b><u>Airport</u></b>				
16410 Airport Operations	\$582,896	\$600,451	\$600,451	\$674,219
<b>Fund Total - AIRPORT SPECIAL REVENUE:</b>	<b><u>\$582,896</u></b>	<b><u>\$600,451</u></b>	<b><u>\$600,451</u></b>	<b><u>\$674,219</u></b>
<b>1820 - CAP GRANT</b>				
<b><u>N'HOOD &amp; HUMAN SVCS GROUP</u></b>				
<b><u>Comm. Action Program</u></b>				
32040 Community Action Program (CAP)				\$73,111
32042 CAP Utility Assistance Payment	\$445			
32050 Case Mgmt-LIHEAP Voucher	\$841,699	\$621,847	\$511,536	\$511,536
32055 Case Mgmt-TANF Voucher	\$45,000	\$45,000	\$45,000	\$45,000
32056 Case Mgmt Admin	\$244,371	\$212,425	\$212,425	\$198,121
32057 Case Mgmt-NHN Voucher	\$3,040	\$1,567	\$1,567	\$1,567
32060 Community Svcs Block Grant-Adm	\$253,454	\$289,549	\$259,318	\$219,149
32070 ACAA HEAF Program	\$8,061	\$10,136	\$9,748	\$9,748
32071 ACAA SW Gas Assistance	\$6,633	\$5,000	\$8,531	\$8,531
32072 ACAA URRD Program	\$25,362	\$36,732	\$18,182	\$18,182
32073 ACAA SRP Assistance	\$47,958	\$63,441	\$29,193	\$29,193
32074 ACAA APS Assistance	\$1,917	\$1,500	\$5,000	\$5,000
<b>Dept. Total - Comm. Action Program</b>	<b><u>\$1,477,940</u></b>	<b><u>\$1,287,197</u></b>	<b><u>\$1,100,500</u></b>	<b><u>\$1,119,138</u></b>
<b>Fund Total - CAP GRANT:</b>	<b><u>\$1,477,940</u></b>	<b><u>\$1,287,197</u></b>	<b><u>\$1,100,500</u></b>	<b><u>\$1,119,138</u></b>
<b>1830 - EMERGENCY SHELTER GRANTS</b>				
<b><u>N'HOOD &amp; HUMAN SVCS GROUP</u></b>				
<b><u>Comm. Partnerships</u></b>				
31900 ESG General Administration	\$3,559	\$174,160	\$139,328	\$208,992
31902 Central AZ Shelter Srvs-ESG	\$32,789			

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
31903 Homeward Bound-ESG	\$19,881			
31904 PREHAB Faith House-ESG	\$33,166			
31905 ESG Emergency Solution Grant	\$9,941			
<b><u>Dept. Total - Comm. Partnerships</u></b>	<b><u>\$99,336</u></b>	<b><u>\$174,160</u></b>	<b><u>\$139,328</u></b>	<b><u>\$208,992</u></b>
<b><u>Fund Total - EMERGENCY SHELTER GRANTS:</u></b>	<b><u>\$99,336</u></b>	<b><u>\$174,160</u></b>	<b><u>\$139,328</u></b>	<b><u>\$208,992</u></b>

**1840 - GRANTS**

**FIRE SERVICES GROUP**

**Fire Department**

34001 Grant Approp - Fire Dept		\$3,500,000	\$500,000	\$500,000
34006 Paramedic Refresher Programs-D	\$102			
34007 Employee Recognition-Donations	\$5,184			
34008 Crisis Response - Donations	\$2,365			
34014 Comm. Outreach-Donations	\$1,798			
34029 Child Safety Seat-Donations	\$287			
34033 Fire Dept Cadet Pgm-Donations	\$1,034			
34043 Fire Parade	\$5,293			
34059 Honor Guard Donations	\$1,907			
34060 2009/10 Childhood Immunization	\$27,917			
34064 2009 MMRS	\$74,059			
34066 2010 SHSGP GFD Citizen Corps	\$5,182			
34067 2010 UASI GFD TLO Sustainment	\$9,760			
34068 2010 UASI GFD RRT	\$6,253			
34069 2010 MMRS	\$182,516			
34071 GOHS Occu Protection Educ.	\$11,070			
34072 AHIMT-Wildland Special Ops	-\$61,539			
34073 2009 UASI RRT Server	\$507			
34074 2011 UASI GFD RRT	\$104,061			
34075 2011 UASI GFD TLO Sustainment	\$6,097			
34076 2011 MMRS	\$78,693			
<b><u>Dept. Total - Fire Department</u></b>	<b><u>\$462,546</u></b>	<b><u>\$3,500,000</u></b>	<b><u>\$500,000</u></b>	<b><u>\$500,000</u></b>

**MISCELLANEOUS GRANTS GROUP**

**Grants**

32105 Victim's Rights-Cty Atty	\$5,600			
32108 Prop. 302	\$76,473			
32109 Nina Mason Pulliam Grant	\$8,014			
32111 Donations - Glendale Univ.	\$3,723			
32115 MYAC Fundraising	\$5,472			
32118 Miscellaneous Grants		\$4,960,603	\$975,000	\$3,724,494
32132 Historic Plaques	\$0			
32133 Community Connections Donation	\$263			
32136 DV Pilot Project Grant	\$181,860			
32139 Catlin Court Nat Reg Phase II	\$0			
32143 CAP-EFSP - Phase 27	\$30,000			
32149 Centennial HP Bus Tour Donat	\$835			
32153 Myrtle Avenue Cultural Gateway	\$15,262			



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
32156 STOP Violence Prosecutors Off	\$21,221			
36503 Xeriscape Demo Garden-Donation	\$281			
36504 Smart Landscapes	\$33,050			
<b><u>Dept. Total - Grants</u></b>	<b><u>\$382,054</u></b>	<b><u>\$4,960,603</u></b>	<b><u>\$975,000</u></b>	<b><u>\$3,724,494</u></b>
 <b><u>PARKS, REC &amp; LIBRARY GROUP</u></b>				
<b><u>Library &amp; Arts</u></b>				
36001 State Grant In Aid 2005	\$20,843			
36006 Grant Approp - Library		\$275,000	\$60,000	\$275,000
36027 AZ Arts Comm GOS II 2007	\$4,920			
36038 Books for AZ Libraries	\$3,926			
36042 LSTA Read and Play With Me	\$2,238			
36044 Misc Library Grants	\$2,536			
36045 Memorial Donations-Library	\$236			
36046 Library Donations	\$147			
36047 VSUW Success by 6 Initiative	\$4,120			
<b><u>Dept. Total - Library &amp; Arts</u></b>	<b><u>\$38,966</u></b>	<b><u>\$275,000</u></b>	<b><u>\$60,000</u></b>	<b><u>\$275,000</u></b>
<b><u>Parks &amp; Recreation</u></b>				
35004 Grant Approp - Parks & Rec		\$275,000	\$75,000	\$175,000
35008 Youth Football Hub Grant	\$517			
35015 Misc P&R Grants	\$3,934			
35017 LISC O'Neil Park Irrigation	\$54,989			
35018 AZSTA O'Neil Park Renovation	-\$26,928			
35019 Sahuaro Ranch Sustainability	\$4,000			
35020 Bonsall Park Donation	\$22			
<b><u>Dept. Total - Parks &amp; Recreation</u></b>	<b><u>\$36,534</u></b>	<b><u>\$275,000</u></b>	<b><u>\$75,000</u></b>	<b><u>\$175,000</u></b>
<b><u>Group Total - PARKS, REC &amp; LIBRARY:</u></b>	<b><u>\$75,500</u></b>	<b><u>\$550,000</u></b>	<b><u>\$135,000</u></b>	<b><u>\$450,000</u></b>
 <b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
33001 DARE	\$386			
33002 Victim Rights - PD	\$73,568	\$93,472	\$93,472	\$81,347
33010 PD DEA Grant - Overtime	\$23,570			
33014 CAT Donations	\$1,806			
33018 VOCA	\$96,137	\$102,317	\$102,317	\$111,431
33021 Grant Approp - Police Dept		\$3,500,000	\$2,200,000	\$3,000,000
33032 Joint Terrorism Task Force-OT	\$13,476			
33041 DPS VTTF	\$86,825			
33047 Advocacy Donations	\$2,425			
33057 PD Volunteers	\$89			
33104 Nat'l Insurance Crime Bureau	\$70			
33105 DEA OCDETF Overtime	\$103,049			
33121 Bulletproof Vest Prtnrshp	\$5,264			
33127 2009 STOP Violence Grant	\$66,748			
33128 Juvenile Acctblty Block Grant	\$12,735			
33135 ICAC Task Force	\$4,744			
33141 2009 Edward Byrne Memorial JAG	\$173,542			
33143 2009 GREAT Grant	\$18,118			

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
33144 GPD Smart Policing Initiative	\$99,652			
33153 GOHS Underage Alcohol Enforcem	\$10,362			
33157 FY2011 GOHS DUI Enforcement	\$11,822			
33159 GOHS Accident Investigation	\$1,345			
33161 2010 UASI GPD TLO Sustainment	\$2,057			
33162 2010 UASI GPD RRT	\$28,747			
33163 GPD Cold Case Investigation	\$30,040			
33165 FCTF/MFTF	\$14,577			
33166 ATF Task Force OT	\$3,270			
33167 USMS Violent Offend Task Force	\$10,617			
33168 Glendale PSN NIBIN	\$11,265			
33169 USS Electronic Crime Task Forc	\$1,571			
33170 ACJC Records Improvement	\$13,894			
33171 2012 GOHS DUI Enforcement	\$21,744			
33172 2011 Smart Policing Initiative	\$2,628			
33173 2011 JAG CAD/RMS Replacement	\$10,504			
33174 2011 SHSGP Disaster Resistant	\$6,000			
33175 2011 UASI GPD RRT	\$102,959			
33177 2011 UASI GPD TLO Sustainment	\$2,576			
33178 2012 GOHS OP Enforcement	\$8,717			
33179 2012 GOHS STEP Enforcement	\$18,859			
33180 USPS Taskforce	\$530			
33181 HIDTA	\$20,794			
<b>Dept. Total - Police Department</b>	<b>\$1,117,082</b>	<b>\$3,695,789</b>	<b>\$2,395,789</b>	<b>\$3,192,778</b>
<b>Fund Total - GRANTS:</b>	<b>\$2,037,182</b>	<b>\$12,706,392</b>	<b>\$4,005,789</b>	<b>\$7,867,272</b>

**1842 - ARRA STIMULUS GRANTS**

**FIRE SERVICES GROUP**

**Fire Department**

37110 PSSP Fire OT Grant	\$75,000			
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**MISCELLANEOUS GRANTS GROUP**

**Grants**

37060 ARWRF Facility UV System Imp	\$312,549	\$806,799	\$646,800	
37061 Well 43 Variable Drive Retrofi	\$7,385	\$76,970	\$76,970	
37062 Public Safety/Court Lighting	\$25,381	\$9,051		
37063 Sports Courts Lighting Retrofi	\$4,078			
37064 Main Library Lighting	\$32,835			
37065 Build Safe Engy Prog Enhance	\$663	\$29,259	\$4,259	
37067 Energy Matters Public Educat	\$61,785	\$73,771	\$28,571	\$35,000
37068 Program Manager	\$20,539	\$57,225	\$4,450	\$15,000
37070 AzPAC Project AZ ARRA BTOP 1	\$336			
37071 Equip Mgmt Facility Lighting	\$40,252	\$31,296	\$31,296	
37072 GMOC Parking Garage Lighting	\$41,892	\$5,308	\$1,155	
37073 Downtown Parking Garage Light	\$65,708			
37074 MRF Lighting Retrofit	\$11,339			
37075 Solar Parks Lighting		\$165,079	\$165,079	



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b><u>Dept. Total - Grants</u></b>	<b><u>\$624,742</u></b>	<b><u>\$1,254,758</u></b>	<b><u>\$958,580</u></b>	<b><u>\$50,000</u></b>
<b><u>N'HOOD &amp; HUMAN SVCS GROUP</u></b>				
<b><u>Comm. Action Program</u></b>				
37130 ADOH HPRP-Fin Assist	\$148,930			
37131 ADOH HPRP-RR Assist	\$68,353			
37132 ADOH HPRP-Housing Reloc SS	\$317			
37133 ADOH HPRP-RR HR SS	\$2,363			
37134 ADOH HPRP-Admin	\$6,984			
37135 ADOH HPRP-Data Collection	\$1,949			
<b><u>Dept. Total - Comm. Action Program</u></b>	<b><u>\$228,896</u></b>			
<b><u>Comm. Partnerships</u></b>				
37020 Homeless Prevention HPRP	\$1,435			
37021 CDBG-R	\$462	\$60,000	\$2,931	
37022 CDBG-R Visual Improv	\$31,030			
37024 CDBG-R Valley of Sun School	\$49			
37025 CDBG-R Public Hous Lamar H	-\$1,387			
<b><u>Dept. Total - Comm. Partnerships</u></b>	<b><u>\$31,589</u></b>	<b><u>\$60,000</u></b>	<b><u>\$2,931</u></b>	
<b><u>Group Total - N'HOOD &amp; HUMAN SVCS:</u></b>	<b><u>\$260,485</u></b>			
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
37000 PSSP Police OT Grant	\$43,030			
37002 JAG Recovery Act	\$345,003	\$652,566	\$406,812	
<b><u>Dept. Total - Police Department</u></b>	<b><u>\$388,033</u></b>	<b><u>\$652,566</u></b>	<b><u>\$406,812</u></b>	
<b><u>Fund Total - ARRA STIMULUS GRANTS:</u></b>	<b><u>\$1,348,260</u></b>	<b><u>\$1,967,324</u></b>	<b><u>\$1,368,323</u></b>	<b><u>\$50,000</u></b>
<b>1860 - RICO FUNDS</b>				
<b><u>POLICE SERVICES GROUP</u></b>				
<b><u>Police Department</u></b>				
32020 Federal RICO	\$44,985	\$225,000	\$225,000	\$225,000
32030 State RICO	\$3,150,839	\$3,670,270	\$3,670,270	\$3,671,249
<b><u>Dept. Total - Police Department</u></b>	<b><u>\$3,195,824</u></b>	<b><u>\$3,895,270</u></b>	<b><u>\$3,895,270</u></b>	<b><u>\$3,896,249</u></b>
<b><u>Fund Total - RICO FUNDS:</u></b>	<b><u>\$3,195,824</u></b>	<b><u>\$3,895,270</u></b>	<b><u>\$3,895,270</u></b>	<b><u>\$3,896,249</u></b>
<b>1880 - PARKS &amp; RECREATION SELF SUST</b>				
<b><u>PARKS, REC &amp; LIBRARY GROUP</u></b>				
<b><u>Parks &amp; Recreation</u></b>				
14810 Recreation Self-Sustaining	\$35,908			
14820 Rec Self Sust-Administration	\$15,615	\$20,360	\$20,360	\$20,360
14825 Adult Center Self Sustaining	\$117,497	\$117,000	\$117,000	\$136,511
14830 Rec Self Sust-Foothills Rec	\$272,352	\$322,199	\$267,076	\$325,319
14840 Sports Self Sustaining	\$285,469	\$300,149	\$300,149	\$282,276
14850 Youth and Teen Self Sustaining	\$319,676	\$321,375	\$236,498	\$246,709

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
14860 SRPHA Sahuaro Ranch Hist	\$61,356	\$54,999	\$54,999	\$70,084
14890 Aquatic Self Sustaining	\$102,234	\$90,001	\$90,001	\$70,546
14891 GESD-Reimb Division	\$1,937			
14892 Glendale Community Center	\$4,347	\$5,000	\$5,000	\$5,001
<b><u>Dept. Total - Parks &amp; Recreation</u></b>	<b><u>\$1,216,391</u></b>	<b><u>\$1,231,083</u></b>	<b><u>\$1,091,083</u></b>	<b><u>\$1,156,806</u></b>
<b><u>Fund Total - PARKS &amp; RECREATION SELF SUST:</u></b>	<b><u>\$1,216,391</u></b>	<b><u>\$1,231,083</u></b>	<b><u>\$1,091,083</u></b>	<b><u>\$1,156,806</u></b>

**1885 - PARKS & RECREATION DESIGNATED**

**PARKS, REC & LIBRARY GROUP**

**Parks & Recreation**

13110 O'Neil Park Maintenance		\$4,800	\$4,800	\$4,800
13135 City-Wide Aquatics	\$11,207	\$32,000	-\$110,336	\$32,000
13140 Cactus Pool Repair	\$33,868	\$20,000	\$20,000	\$0
13160 Ironwood Pool Repair	\$3,546	\$30,200	\$30,200	
13170 Dedicate A Tree	\$1,098	\$5,000	\$5,000	\$4,185
13180 Desert Valley Park		\$8,000	\$8,000	\$12,000
13190 GESD ES Ballfields		\$7,000	\$7,000	\$7,000
13210 Desert Mirage Park	\$918	\$7,000	\$7,000	\$10,000
13220 Desert Gardens Park	\$637	\$7,000	\$7,000	\$9,000
13230 Discovery Park	\$3,473	\$7,000	\$7,000	\$4,000
13234 Ironwood HS Light		\$5,000	\$5,000	
13235 Elsie McCarthy Pk. Maint	\$8,028	\$44,038	\$44,038	\$46,383
<b><u>Dept. Total - Parks &amp; Recreation</u></b>	<b><u>\$62,775</u></b>	<b><u>\$177,038</u></b>	<b><u>\$34,702</u></b>	<b><u>\$129,368</u></b>

<b><u>Fund Total - PARKS &amp; RECREATION DESIGNATED:</u></b>	<b><u>\$62,775</u></b>	<b><u>\$177,038</u></b>	<b><u>\$34,702</u></b>	<b><u>\$129,368</u></b>
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<b>TOTAL - SPECIAL REVENUE FUNDS</b>	<b>\$52,224,278</b>	<b>\$67,254,270</b>	<b>\$56,713,175</b>	<b>\$69,670,319</b>
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**CAPITAL PROJECTS FUNDS**

**1980 - STREETS CONSTR. - 1999 AUTH**

**FINANCIAL SERVICES GROUP**

**Lease Pmts/OtherFees**

89802 1980 Advisor Fees		\$6,066	\$6,066	
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<b><u>Fund Total - STREETS CONSTR. - 1999 AUTH:</u></b>		<b><u>\$6,066</u></b>	<b><u>\$6,066</u></b>	
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**2000 - HURF STREET BONDS**

**FINANCIAL SERVICES GROUP**

**Lease Pmts/OtherFees**

89807 2000 Advisor Fees		\$1,030	\$1,030	
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<b><u>Fund Total - HURF STREET BONDS:</u></b>		<b><u>\$1,030</u></b>	<b><u>\$1,030</u></b>	
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*SCHEDULE FIVE*  
*Operating Budget by Program and Fund*

<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b>2040 - PUBLIC SAFETY CONSTRUCTION</b>				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89806 2040 Advisor Fees	\$807	\$2,000	\$2,000	\$2,000
<b>Fund Total - PUBLIC SAFETY CONSTRUCTION:</b>	<b><u>\$807</u></b>	<b><u>\$2,000</u></b>	<b><u>\$2,000</u></b>	<b><u>\$2,000</u></b>
<b>2060 - PARKS CONSTRUCTION</b>				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89804 2060 Advisor Fees	\$53	\$6,857	\$6,857	\$500
<b>Fund Total - PARKS CONSTRUCTION:</b>	<b><u>\$53</u></b>	<b><u>\$6,857</u></b>	<b><u>\$6,857</u></b>	<b><u>\$500</u></b>
<b>2080 - GOV'T FACILITIES - 1999 AUTH</b>				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89814 2080 Advisor Fees		\$3,734	\$3,734	
<b>Fund Total - GOV'T FACILITIES - 1999 AUTH:</b>		<b><u>\$3,734</u></b>	<b><u>\$3,734</u></b>	
<b>2100 - ECONOMIC DEV. CONSTR-1999 AUTH</b>				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89815 2100 Advisor Fees	\$358	\$2,000	\$2,000	\$1,000
<b>Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:</b>	<b><u>\$358</u></b>	<b><u>\$2,000</u></b>	<b><u>\$2,000</u></b>	<b><u>\$1,000</u></b>
<b>2180 - FLOOD CONTROL CONSTRUCTION</b>				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89808 2180 Advisor Fees	\$2,080	\$5,213	\$5,213	\$5,000
<b>Fund Total - FLOOD CONTROL CONSTRUCTION:</b>	<b><u>\$2,080</u></b>	<b><u>\$5,213</u></b>	<b><u>\$5,213</u></b>	<b><u>\$5,000</u></b>
<b>2210 - TRANSPORTATION CAPITAL PROJECT</b>				
<u>FINANCIAL SERVICES GROUP</u>				
<u>Lease Pmts/OtherFees</u>				
89813 2210 Advisor Fees	\$2,479	\$13,568	\$13,568	
<b>Fund Total - TRANSPORTATION CAPITAL PROJECT:</b>	<b><u>\$2,479</u></b>	<b><u>\$13,568</u></b>	<b><u>\$13,568</u></b>	

**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>TOTAL - CAPITAL PROJECTS FUNDS</b>	<b>\$5,777</b>	<b>\$40,468</b>	<b>\$40,468</b>	<b>\$8,500</b>

**ENTERPRISE FUNDS**

**2360+ - WATER AND SEWER**

**COMMUNITY & ECON DEV GROUP**

**Community & Econ Dev**

17510 Cross Connection Control	\$131,376	\$232,134	\$232,134	\$142,222
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**FINANCIAL SERVICES GROUP**

**Finance**

17020 Customer Service Office	\$2,708,859	\$2,957,838	\$2,457,838	\$2,643,052
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**Lease Pmts/Other Fees**

89805 2360 Advisor Fees		\$3,289	\$3,289	
89809 2400 Advisor Fees		\$17,222	\$17,222	
89810 2420 Advisor Fees		\$17,514	\$17,514	

**Dept. Total - Lease Pmts/Other Fees**

**\$38,025**      **\$38,025**

**Group Total - FINANCIAL SERVICES:**

**\$2,708,859**      **\$2,995,863**      **\$2,495,863**      **\$2,643,052**

**WATER SERVICES GROUP**

**Env. Resources**

17010 Environmental Resources	\$422,983	\$555,056	\$543,291	\$548,274
17410 Water Conservation	\$280,504	\$320,366	\$320,366	\$324,654
17420 Water Quality	\$1,076,721	\$1,172,199	\$1,172,199	\$1,197,650

**Dept. Total - Env. Resources**

**\$1,780,208**      **\$2,047,621**      **\$2,035,856**      **\$2,070,578**

**Utilities**

17110 Utilities Administration	\$6,239,246	\$6,605,952	\$6,156,578	\$7,474,073
17120 Information Management	\$991,360	\$1,086,755	\$1,085,945	\$1,220,230
17130 Public Service Representatives	\$242,534	\$284,838	\$285,065	\$339,776
17140 System Security	\$621,994	\$783,306	\$725,439	\$664,015
17150 Property Management	\$66,254	\$87,000	\$77,000	\$78,500
17160 Arrowhead Reclamation Plant	\$2,268,884	\$2,107,164	\$1,997,300	\$2,347,662
17170 West Area Plant	\$3,000,234	\$3,681,280	\$3,074,536	\$3,639,389
17210 Customer Service - Field	\$1,118,131	\$1,203,551	\$1,003,559	\$1,252,202
17220 Irrigation	\$218,776	\$189,209	\$259,666	\$201,096
17230 Raw Water Usage	\$2,772,223	\$3,382,182	\$1,882,182	\$3,570,000
17240 Central System Control	\$1,281,466	\$1,328,441	\$1,328,631	\$1,346,419
17250 Pyramid Peak Plant	\$1,741,336	\$1,785,133	\$1,585,133	\$1,949,560
17260 Cholla Treatment Plant	\$3,217,485	\$3,529,249	\$2,929,462	\$3,547,915
17280 Central System Maintenance	\$387,024	\$641,250	\$618,527	\$666,225
17290 Water Distribution	\$2,623,207	\$3,234,945	\$2,631,211	\$3,225,241
17300 Meter Maintenance	\$901,514	\$1,218,679	\$1,165,199	\$1,208,583
17310 Oasis Surface WTP	\$2,652,798	\$3,392,105	\$2,411,293	\$3,389,272
17320 Oasis Groundwater WTP	\$5,176	\$615,000	\$615,000	\$613,500
17610 Pretreatment Program	\$447,155	\$502,157	\$502,180	\$521,822
17620 SROG (91st Ave) Plant	\$3,021,172	\$3,700,000	\$1,100,000	\$3,279,448



**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**

Program Name	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
17625 99th Avenue Interceptor	\$77,635	\$200,000	\$200,000	\$200,000
17630 Wastewater Collection	\$2,296,295	\$3,046,172	\$2,287,453	\$2,999,231
17699 Storm Water	\$291,297	\$214,788	\$214,788	\$412,048
<b><u>Dept. Total - Utilities</u></b>	<b><u>\$36,483,196</u></b>	<b><u>\$42,819,156</u></b>	<b><u>\$34,136,147</u></b>	<b><u>\$44,146,207</u></b>
<b><u>Group Total - WATER SERVICES:</u></b>	<b><u>\$38,263,404</u></b>	<b><u>\$44,866,777</u></b>	<b><u>\$36,172,003</u></b>	<b><u>\$46,216,785</u></b>
<b><u>Fund Total - WATER AND SEWER:</u></b>	<b><u>\$41,103,639</u></b>	<b><u>\$48,094,774</u></b>	<b><u>\$38,900,000</u></b>	<b><u>\$49,002,059</u></b>

**2440 - LANDFILL**

**PUBLIC WORKS GROUP**

**Field Operations**

17710 Landfill	\$2,789,557	\$3,141,897	\$3,115,500	\$3,157,210
17720 Gas Management System	\$141,362	\$169,400	\$153,400	\$166,600
17730 Solid Waste Admin	\$870,136	\$939,366	\$939,366	\$1,053,554
17740 Recycling	\$847,124	\$886,721	\$885,500	\$950,264
17750 MRF Operations	\$1,683,491	\$1,840,955	\$1,796,500	\$1,764,461
<b><u>Dept. Total - Field Operations</u></b>	<b><u>\$6,331,670</u></b>	<b><u>\$6,978,339</u></b>	<b><u>\$6,890,266</u></b>	<b><u>\$7,092,089</u></b>
<b><u>Fund Total - LANDFILL:</u></b>	<b><u>\$6,331,670</u></b>	<b><u>\$6,978,339</u></b>	<b><u>\$6,890,266</u></b>	<b><u>\$7,092,089</u></b>

**2480 - SANITATION**

**PUBLIC WORKS GROUP**

**Field Operations**

17810 Sanitation Roll-off	\$659,106	\$753,209	\$684,649	\$774,162
17820 Sanitation Frontload	\$3,139,841	\$3,331,312	\$3,243,284	\$3,378,094
17830 Curb Service	\$7,191,423	\$7,410,232	\$7,375,884	\$6,827,713
17840 Residential-Loose Trash Collec	\$2,611,881	\$2,828,556	\$2,805,153	\$2,706,029
<b><u>Dept. Total - Field Operations</u></b>	<b><u>\$13,602,251</u></b>	<b><u>\$14,323,309</u></b>	<b><u>\$14,108,970</u></b>	<b><u>\$13,685,998</u></b>
<b><u>Fund Total - SANITATION:</u></b>	<b><u>\$13,602,251</u></b>	<b><u>\$14,323,309</u></b>	<b><u>\$14,108,970</u></b>	<b><u>\$13,685,998</u></b>

**2500 - PUB HOUSING BUDGET ACTIVITIES**

**N'HOOD & HUMAN SVCS GROUP**

**Comm. Partnerships**

17910 Community Housing	\$14,525,433	\$12,700,110	\$12,700,110	\$15,912,427
<b><u>Fund Total - PUB HOUSING BUDGET ACTIVITIES:</u></b>	<b><u>\$14,525,433</u></b>	<b><u>\$12,700,110</u></b>	<b><u>\$12,700,110</u></b>	<b><u>\$15,912,427</u></b>

<b>TOTAL - ENTERPRISE FUNDS</b>	<b>\$75,562,993</b>	<b>\$82,096,532</b>	<b>\$72,599,346</b>	<b>\$85,692,573</b>
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**INTERNAL SERVICE FUNDS**

**2540 - RISK MANAGEMENT SELF INSURANCE**

**HR & RISK MGT GROUP**

**Human Resources**

18010 Risk Mgmt Trust Fund	\$1,783,670	\$3,024,506	\$2,500,000	\$2,758,640
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**SCHEDULE FIVE**  
**Operating Budget by Program and Fund**



<b>Program Name</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Budget</b>
<b>Fund Total - RISK MANAGEMENT SELF INSURANCE:</b>	<b><u>\$1,783,670</u></b>	<b><u>\$3,024,506</u></b>	<b><u>\$2,500,000</u></b>	<b><u>\$2,758,640</u></b>
<b>2560 - WORKERS COMP. SELF INSURANCE</b>				
<b><u>HR &amp; RISK MGT GROUP</u></b>				
<b><u>Human Resources</u></b>				
18110 Worker's Compensation	\$1,928,900	\$1,407,000	\$1,407,000	\$1,407,000
<b>Fund Total - WORKERS COMP. SELF INSURANCE:</b>	<b><u>\$1,928,900</u></b>	<b><u>\$1,407,000</u></b>	<b><u>\$1,407,000</u></b>	<b><u>\$1,407,000</u></b>
<b>2580 - BENEFITS TRUST FUND</b>				
<b><u>HR &amp; RISK MGT GROUP</u></b>				
<b><u>Human Resources</u></b>				
18210 Benefit Programs	\$24,243,818	\$22,348,826	\$22,348,826	\$22,348,826
<b>Fund Total - BENEFITS TRUST FUND:</b>	<b><u>\$24,243,818</u></b>	<b><u>\$22,348,826</u></b>	<b><u>\$22,348,826</u></b>	<b><u>\$22,348,826</u></b>
<b>TOTAL - INTERNAL SERVICE FUNDS</b>	<b><u>\$27,956,388</u></b>	<b><u>\$26,780,332</u></b>	<b><u>\$26,255,826</u></b>	<b><u>\$26,514,466</u></b>
<b>TOTAL - OPERATING BUDGET</b>	<b>\$328,806,747</b>	<b>\$346,590,628</b>	<b>\$312,700,970</b>	<b>\$346,320,879</b>



**SCHEDULE SIX**  
**Capital Budget by Fund**

Fund	FY 2012 Actual	FY 2013 Budget	FY 2013 Estimate	FY 2014 Budget
<b>GENERAL FUNDS</b>				
1000 - General	\$355,015	\$465,300	\$80,071	\$690,270
1220 - Arts Commission Fund	\$100,379	\$150,000		\$150,000
1283 - CamelbackRanch EventOperations	\$60,205	\$258,206	\$39,201	\$479,048
1740 - Civic Center	\$47,371	\$250,000	\$250,000	\$50,000
<b>TOTAL - GENERAL FUNDS</b>	<b>\$562,970</b>	<b>\$1,123,506</b>	<b>\$369,272</b>	<b>\$1,369,318</b>
<b>SPECIAL REVENUE FUNDS</b>				
1650 - Transportation Grants	\$1,322,247	\$7,479,235	\$2,271,625	\$7,704,296
1840 - Grants		\$2,000,000		\$2,000,000
2120 - Airport Capital Grants	\$59,823	\$16,039,242	\$294,047	\$12,654,269
<b>TOTAL - SPECIAL REVENUE FUNDS</b>	<b>\$1,382,070</b>	<b>\$25,518,477</b>	<b>\$2,565,672</b>	<b>\$22,358,565</b>
<b>CAPITAL PROJECTS FUNDS</b>				
1421+ - DIF-Fire Protection Facilities		\$11,480	\$7,100	\$8,614
1441+ - DIF-Police Facilities		\$10,919	\$6,832	\$8,116
1461+ - DIF-Citywide Parks		\$2,216	\$1,590	\$1,890
1481+ - DIF-Citywide Recreation Fac		\$2,216	\$1,592	\$1,890
1501+ - DIF-Libraries	\$230,282	\$213,265	\$208,059	\$209,572
1520 - DIF-Citywide Open Spaces		\$261,689	\$1,590	\$261,363
1541+ - DIF-Parks Dev Zone 1		\$39,632		\$120,822
1541+ - DIF-Parks Dev Zone 1		\$2,216	\$1,592	\$1,890
1561+ - DIF-Parks Dev Zone 2	\$15,876	\$140,883	\$2,793	\$134,519
1581+ - DIF-Parks Dev Zone 3	\$8,604	\$38,911	\$1,592	\$44,585
1601+ - DIF-Roadway Improvements	\$1,892	\$256,922	\$24,193	\$546,243
1620 - DIF-General Government		\$12,799	\$9,280	\$10,842
1980 - Streets Constr. - 1999 Auth	\$865,949	\$2,266,002	\$100,883	\$2,703,122
2000 - Hurf Street Bonds	\$25,561			
2040 - Public Safety Construction	\$1,203,365	\$260,144	\$258,749	
2040 - Public Safety Construction	\$847,458	\$458,889	\$301,644	\$322,542
2060 - Parks Construction	\$102,586	\$142,426	\$26,097	\$126,491
2080 - Gov't Facilities - 1999 Auth	\$328,000	\$171,606	\$101,685	\$64,175
2100 - Economic Dev. Constr-1999 Auth	\$1,493	\$1,623,814	\$1,017,793	\$726,528
2130 - Cultural Facility Bond Fund	\$25,677	\$100,985	\$78,342	
2180 - Flood Control Construction	\$5,284,375	\$2,609,797	\$1,202,697	\$1,706,342
2210 - Transportation Capital Project	\$9,569,374	\$34,902,857	\$6,094,684	\$37,810,188
<b>TOTAL - CAPITAL PROJECTS FUNDS</b>	<b>\$18,510,492</b>	<b>\$43,529,668</b>	<b>\$9,448,787</b>	<b>\$44,809,734</b>
<b>ENTERPRISE FUNDS</b>				
2360* - Water and Sewer	\$1,021,490	\$10,793,415	\$6,448,467	\$9,293,213
2400* - Water	\$3,415,353	\$11,626,914	\$4,798,281	\$5,254,458
2420* - Sewer	\$2,031,000	\$9,520,984	\$2,653,252	\$3,013,364
2440 - Landfill	\$692,591	\$2,769,548	\$908,048	\$11,218,565
2480 - Sanitation	\$794,815	\$1,280,000	\$165,000	\$2,282,200
<b>TOTAL - ENTERPRISE FUNDS</b>	<b>\$7,955,249</b>	<b>\$35,990,861</b>	<b>\$14,973,048</b>	<b>\$31,061,800</b>
<b>TOTAL - CAPITAL BUDGET</b>	<b>\$28,410,781</b>	<b>\$106,162,512</b>	<b>\$27,356,779</b>	<b>\$99,599,417</b>

\*Funds consolidated on Schedule One as Water and Sewer (2360+)

**SCHEDULE SEVEN**  
**Long Term Debt Service**



Bond Description	Date of Issue	FY 2014			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	575,000	5,232,442	5,000	5,812,442
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,465,000	1,185,562	5,000	2,655,562
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	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 (1)	2/2/2012	-	331,300	5,000	336,300
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	2,080,000	361,718	5,000	2,446,718
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<b><i>Sub-Total Excise Tax Funded Debt</i></b>		<b>6,500,000</b>	<b>22,951,137</b>	<b>45,000</b>	<b>29,496,137</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	-	86,700	-	86,700
General Obligation Bonds-Series 2004	6/1/2004	2,550,000	778,894	2,500	3,331,394
General Obligation Bonds-Series 2005	6/1/2005	1,345,000	107,919	2,500	1,455,419
General Obligation Bonds-Series 2006A	6/1/2006	1,925,000	808,282	5,000	2,738,282
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	1,849,202	5,000	3,169,202
General Obligation Bonds-Series 2010	11/30/2010	2,475,000	1,667,600	5,000	4,147,600
General Obligation Bond Arbitrage (2)		-	-	-	-
<b><i>Sub-Total Property Tax Funded Debt</i></b>		<b>15,320,000</b>	<b>7,379,785</b>	<b>30,000</b>	<b>22,729,785</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
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 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	5,000	5,324,750
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<b><i>Sub-Total Water &amp; Sewer Revenue Funded Debt</i></b>		<b>11,230,000</b>	<b>12,947,040</b>	<b>30,000</b>	<b>24,207,040</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	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
<b><i>Sub-Total Street/HURF Revenue Funded Debt</i></b>		<b>4,355,000</b>	<b>330,875</b>	<b>10,000</b>	<b>4,695,875</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,125,000	4,201,080	5,000	7,331,080
<b><i>Sub-Total Transportation Sales Tax Funded Debt</i></b>		<b>3,125,000</b>	<b>4,201,080</b>	<b>5,000</b>	<b>7,331,080</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	457,616	305,781	5,000	768,397
<b><i>Sub-Total Landfill Revenue Funded Debt</i></b>		<b>457,616</b>	<b>305,781</b>	<b>5,000</b>	<b>768,397</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>40,987,616</b>	<b>48,115,698</b>	<b>125,000</b>	<b>89,228,314</b>

(1) AzSTA has agreed to reimburse the City for a portion (plus interest) for costs associated with spring training facilities starting in FY 2021.

(2) Note, arbitrage is subject to change each year based on calculations performed by consultants.

(3) Bonds will be issued to pay for Landfill closure, only if funding is needed (other funding sources might become available).



**SCHEDULE SEVEN**  
**Long Term Debt Service**

Bond Description	Date of Issue	FY 2015			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	700,000	5,202,081	5,000	5,907,081
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,540,000	1,112,313	5,000	2,657,313
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	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 (1)	2/2/2012	-	331,300	5,000	336,300
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	3,920,000	334,678	5,000	4,259,678
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<b><i>Sub-Total Excise Tax Funded Debt</i></b>		<b>8,745,000</b>	<b>22,698,660</b>	<b>45,000</b>	<b>31,488,660</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	-	86,700	-	86,700
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 (2)		-	-	300,000	300,000
<b><i>Sub-Total Property Tax Funded Debt</i></b>		<b>19,010,000</b>	<b>6,727,628</b>	<b>335,000</b>	<b>26,072,628</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
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 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	5,000	7,855,250
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<b><i>Sub-Total Water &amp; Sewer Revenue Funded Debt</i></b>		<b>14,230,000</b>	<b>12,472,414</b>	<b>30,000</b>	<b>26,732,414</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	6/1/2004	-	-	-	-
HURF Revenue Bonds-Series 2006	4/11/2006	1,805,000	148,000	5,000	1,958,000
<b><i>Sub-Total Street/HURF Revenue Funded Debt</i></b>		<b>1,805,000</b>	<b>148,000</b>	<b>5,000</b>	<b>1,958,000</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,250,000	4,076,081	5,000	7,331,081
<b><i>Sub-Total Transportation Sales Tax Funded Debt</i></b>		<b>3,250,000</b>	<b>4,076,081</b>	<b>5,000</b>	<b>7,331,081</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	473,773	289,624	5,000	768,397
<b><i>Sub-Total Landfill Revenue Funded Debt</i></b>		<b>473,773</b>	<b>289,624</b>	<b>5,000</b>	<b>768,397</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>47,513,773</b>	<b>46,412,407</b>	<b>425,000</b>	<b>94,351,180</b>

(1) AzSTA has agreed to reimburse the City for a portion (plus interest) for costs associated with spring training facilities starting in FY 2021.

(2) Note, arbitrage is subject to change each year based on calculations performed by consultants.

(3) Bonds will be issued to pay for Landfill closure, only if funding is needed (other funding sources might become available).

**SCHEDULE SEVEN**  
**Long Term Debt Service**



Bond Description	Date of Issue	FY 2016			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	800,000	5,165,121	5,000	5,970,121
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,615,000	1,035,313	5,000	2,655,313
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	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 (1)	2/2/2012	-	331,300	5,000	336,300
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	4,365,000	275,878	5,000	4,645,878
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<b>Sub-Total Excise Tax Funded Debt</b>		<b>9,555,000</b>	<b>22,392,862</b>	<b>40,000</b>	<b>31,987,862</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	-	86,700	-	86,700
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 (2)		-	-	300,000	300,000
<b>Sub-Total Property Tax Funded Debt</b>		<b>17,375,000</b>	<b>5,943,909</b>	<b>325,000</b>	<b>23,643,909</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
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 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	5,000	7,858,650
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<b>Sub-Total Water &amp; Sewer Revenue Funded Debt</b>		<b>14,870,000</b>	<b>11,820,764</b>	<b>30,000</b>	<b>26,720,764</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	6/1/2004	-	-	-	-
HURF Revenue Bonds-Series 2006	4/11/2006	1,895,000	75,800	5,000	1,975,800
<b>Sub-Total Street/HURF Revenue Funded Debt</b>		<b>1,895,000</b>	<b>75,800</b>	<b>5,000</b>	<b>1,975,800</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,380,000	3,946,081	5,000	7,331,081
<b>Sub-Total Transportation Sales Tax Funded Debt</b>		<b>3,380,000</b>	<b>3,946,081</b>	<b>5,000</b>	<b>7,331,081</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	490,500	272,897	5,000	768,397
<b>Sub-Total Landfill Revenue Funded Debt</b>		<b>490,500</b>	<b>272,897</b>	<b>5,000</b>	<b>768,397</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>47,565,500</b>	<b>44,452,312</b>	<b>410,000</b>	<b>92,427,812</b>

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(3) Bonds will be issued to pay for Landfill closure, only if funding is needed (other funding sources might become available).



**SCHEDULE SEVEN**  
**Long Term Debt Service**

Bond Description	Date of Issue	FY 2017			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	2,600,000	5,122,881	5,000	7,727,881
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,700,000	954,563	5,000	2,659,563
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	1,405,000	1,398,656	5,000	2,808,656
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	1,495,000	2,803,226	5,000	4,303,226
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond (1)	2/2/2012	2,175,000	331,300	5,000	2,511,300
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	-	192,943	5,000	197,943
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<b>Sub-Total Excise Tax Funded Debt</b>		<b>9,375,000</b>	<b>22,055,331</b>	<b>40,000</b>	<b>31,470,331</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	-	86,700	-	86,700
General Obligation Bonds-Series 2004	6/1/2004	2,915,000	441,800	5,000	3,361,800
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	2,170,000	528,031	5,000	2,703,031
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	4,290,000	1,380,325	5,000	5,675,325
General Obligation Bonds-Series 2009B	12/22/2009	1,920,000	1,694,925	5,000	3,619,925
General Obligation Bonds-Series 2010	11/30/2010	6,750,000	1,082,800	5,000	7,837,800
General Obligation Bond Arbitrage (2)		-	-	300,000	300,000
<b>Sub-Total Property Tax Funded Debt</b>		<b>18,045,000</b>	<b>5,214,581</b>	<b>325,000</b>	<b>23,584,581</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
General Obligation Bonds-Series 2003 (2 of 2)	4/1/2003	1,145,000	81,050	5,000	1,231,050
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	4,570,000	2,596,456	5,000	7,171,456
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	2,215,000	1,516,113	5,000	3,736,113
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	2,950,000	2,107,788	5,000	5,062,788
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	4,640,000	3,210,050	5,000	7,855,050
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<b>Sub-Total Water &amp; Sewer Revenue Funded Debt</b>		<b>15,520,000</b>	<b>11,150,314</b>	<b>30,000</b>	<b>26,700,314</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	6/1/2004	-	-	-	-
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<b>Sub-Total Street/HURF Revenue Funded Debt</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,550,000	3,777,081	5,000	7,332,081
<b>Sub-Total Transportation Sales Tax Funded Debt</b>		<b>3,550,000</b>	<b>3,777,081</b>	<b>5,000</b>	<b>7,332,081</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	507,817	255,579	5,000	768,396
<b>Sub-Total Landfill Revenue Funded Debt</b>		<b>507,817</b>	<b>255,579</b>	<b>5,000</b>	<b>768,396</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>46,997,817</b>	<b>42,452,886</b>	<b>405,000</b>	<b>89,855,703</b>

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**SCHEDULE SEVEN**  
**Long Term Debt Service**



Bond Description	Date of Issue	FY 2018			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	2,805,000	4,985,601	5,000	7,795,601
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	1,770,000	882,313	5,000	2,657,313
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	1,465,000	1,342,456	5,000	2,812,456
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	1,575,000	2,721,809	5,000	4,301,809
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond (1)	2/2/2012	1,950,000	253,050	5,000	2,208,050
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	-	1,981,000	5,000	1,986,000
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	-	8,670,250	5,000	8,675,250
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	-	192,943	5,000	197,943
MPC Bonds-AMFP Series 14-Arena	6/28/2002	-	259,763	-	259,763
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	-	340,750	-	340,750
<b>Sub-Total Excise Tax Funded Debt</b>		<b>9,565,000</b>	<b>21,629,933</b>	<b>40,000</b>	<b>31,234,933</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	4,335,000	86,700	-	4,421,700
General Obligation Bonds-Series 2004	6/1/2004	3,050,000	296,050	5,000	3,351,050
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	2,260,000	438,519	5,000	2,703,519
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	4,485,000	1,187,275	5,000	5,677,275
General Obligation Bonds-Series 2009B	12/22/2009	1,970,000	1,618,125	5,000	3,593,125
General Obligation Bonds-Series 2010	11/30/2010	2,100,000	812,800	5,000	2,917,800
General Obligation Bond Arbitrage (2)		-	-	300,000	300,000
<b>Sub-Total Property Tax Funded Debt</b>		<b>18,200,000</b>	<b>4,439,469</b>	<b>325,000</b>	<b>22,964,469</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
General Obligation Bonds-Series 2003 (2 of 2)	4/1/2003	1,190,000	23,800	5,000	1,218,800
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	4,800,000	2,367,956	5,000	7,172,956
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	2,330,000	1,405,363	5,000	3,740,363
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	3,070,000	1,989,788	5,000	5,064,788
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	4,875,000	2,978,050	5,000	7,858,050
W&S Revenue Obligations-Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
<b>Sub-Total Water &amp; Sewer Revenue Funded Debt</b>		<b>16,265,000</b>	<b>10,403,814</b>	<b>30,000</b>	<b>26,698,814</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	6/1/2004	-	-	-	-
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<b>Sub-Total Street/HURF Revenue Funded Debt</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	3,730,000	3,599,581	5,000	7,334,581
<b>Sub-Total Transportation Sales Tax Funded Debt</b>		<b>3,730,000</b>	<b>3,599,581</b>	<b>5,000</b>	<b>7,334,581</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	525,747	237,650	5,000	768,397
<b>Sub-Total Landfill Revenue Funded Debt</b>		<b>525,747</b>	<b>237,650</b>	<b>5,000</b>	<b>768,397</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>48,285,747</b>	<b>40,310,447</b>	<b>405,000</b>	<b>89,001,194</b>

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**SCHEDULE SEVEN**  
**Long Term Debt Service**

Bond Description	Date of Issue	FY 2019 and Beyond			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	87,715,000	42,747,450	75,000	130,537,450
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	17,520,000	3,696,500	40,000	21,256,500
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	27,760,000	10,401,281	70,000	38,231,281
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	42,995,000	25,428,779	75,000	68,498,779
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds-Series 2012A-Refunding Bond (1)	2/2/2012	4,540,000	364,050	15,000	4,919,050
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	39,620,000	19,421,750	75,000	59,116,750
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	183,405,000	123,225,800	100,000	306,730,800
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	6,485,000	331,693	10,000	6,826,693
MPC Bonds-AMFP Series 14-Arena	6/28/2002	5,055,000	3,521,869	-	8,576,869
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	7,250,000	5,281,625	-	12,531,625
<b>Sub-Total Excise Tax Funded Debt</b>		<b>422,345,000</b>	<b>234,420,796</b>	<b>460,000</b>	<b>657,225,796</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	-	-	-	-
General Obligation Bonds-Series 2004	6/1/2004	3,190,000	143,550	5,000	3,338,550
General Obligation Bonds-Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds-Series 2006A	6/1/2006	7,475,000	693,581	15,000	8,183,581
General Obligation Bonds-Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds-Series 2007	6/26/2007	20,300,000	2,440,800	20,000	22,760,800
General Obligation Bonds-Series 2009B	12/22/2009	29,385,000	11,071,063	60,000	40,516,063
General Obligation Bonds-Series 2010	11/30/2010	14,830,000	1,630,700	20,000	16,480,700
General Obligation Bond Arbitrage (2)		-	-	300,000	300,000
<b>Sub-Total Property Tax Funded Debt</b>		<b>75,180,000</b>	<b>15,979,694</b>	<b>420,000</b>	<b>91,579,694</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
General Obligation Bonds-Series 2003 (2 of 2)	4/1/2003	-	-	-	-
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	47,420,000	9,940,425	40,000	57,400,425
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	26,640,000	6,953,325	45,000	33,638,325
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	39,340,000	11,257,663	50,000	50,647,663
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	57,640,000	17,127,050	50,000	74,817,050
W&S Revenue Obligations-Series 2010	11/30/2010	25,685,000	17,326,705	60,000	43,071,705
<b>Sub-Total Water &amp; Sewer Revenue Funded Debt</b>		<b>196,725,000</b>	<b>62,605,168</b>	<b>245,000</b>	<b>259,575,168</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	6/1/2004	-	-	-	-
HURF Revenue Bonds-Series 2006	4/11/2006	-	-	-	-
<b>Sub-Total Street/HURF Revenue Funded Debt</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	74,105,000	28,487,700	70,000	102,662,700
<b>Sub-Total Transportation Sales Tax Funded Debt</b>		<b>74,105,000</b>	<b>28,487,700</b>	<b>70,000</b>	<b>102,662,700</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	6,394,547	1,239,422	50,000	7,683,969
<b>Sub-Total Landfill Revenue Funded Debt</b>		<b>6,394,547</b>	<b>1,239,422</b>	<b>50,000</b>	<b>7,683,969</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>774,749,547</b>	<b>342,732,780</b>	<b>1,245,000</b>	<b>1,118,727,327</b>

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**SCHEDULE SEVEN**  
**Long Term Debt Service**



Bond Description	Date of Issue	Grand Total of Remaining Payments			
		Principal	Interest	Other Fees	Total
<b><u>Excise Tax Funded Debt (Fund 1940)</u></b>					
MPC Bonds-Series 2003 B-Arena Taxable	6/1/2003	95,195,000	68,455,576	100,000	163,750,576
MPC Bonds-Series 2006-GRPSTC/Zanjero	Refund 2/1/12	25,610,000	8,866,562	65,000	34,541,562
MPC Bonds-Series 2008A-H/Conv/Media (Taxable)	6/1/2008	32,220,000	17,519,562	95,000	49,834,562
MPC Bonds-Series 2008B-H/Conv/Media (Taxable)	6/1/2008	49,865,000	39,798,900	100,000	89,763,900
MPC Bonds-Series 2008C-H/Conv/Media (Taxable)	6/1/2008	2,350,000	166,112	10,000	2,526,112
MPC Bonds-Series 2012A-Refunding Bond (1)	2/2/2012	8,665,000	1,942,300	40,000	10,647,300
MPC Bonds-Series 2012B-Refunding Bond (1)	12/27/2012	39,620,000	29,326,750	100,000	69,046,750
MPC Bonds-Series 2012C-Refunding Bond (1)	12/27/2012	183,405,000	166,577,050	125,000	350,107,050
MPC Bonds-Series 2012D-Refunding Bond (Taxable) (1)	12/27/2012	16,850,000	1,689,851	35,000	18,574,851
MPC Bonds-AMFP Series 14-Arena	6/28/2002	5,055,000	4,820,682	-	9,875,682
MPC Bonds-AMFP Series 16 Refunding-Arena	7/31/2003	7,250,000	6,985,375	-	14,235,375
<b><i>Sub-Total Excise Tax Funded Debt</i></b>		<b>466,085,000</b>	<b>346,148,720</b>	<b>670,000</b>	<b>812,903,720</b>
<b><u>Property Tax Funded Debt (Fund 1900)</u></b>					
General Obligation Bonds-Series 2003 (1 of 2)	4/1/2003	4,335,000	433,500	-	4,768,500
General Obligation Bonds-Series 2004	6/1/2004	17,165,000	2,891,400	27,500	20,083,900
General Obligation Bonds-Series 2005	6/1/2005	2,740,000	163,719	7,500	2,911,219
General Obligation Bonds-Series 2006A	6/1/2006	17,910,000	3,812,476	40,000	21,762,476
General Obligation Bonds-Series 2006B	6/1/2006	3,915,000	296,250	10,000	4,221,250
General Obligation Bonds-Series 2007	6/26/2007	40,960,000	10,172,988	45,000	51,177,988
General Obligation Bonds-Series 2009B	12/22/2009	37,805,000	19,809,432	85,000	57,699,432
General Obligation Bonds-Series 2010	11/30/2010	38,300,000	8,105,300	45,000	46,450,300
General Obligation Bond Arbitrage (2)		-	-	1,500,000	1,500,000
<b><i>Sub-Total Property Tax Funded Debt</i></b>		<b>163,130,000</b>	<b>45,685,065</b>	<b>1,760,000</b>	<b>210,575,065</b>
<b><u>Water &amp; Sewer Revenue Funded Debt (Fund 2380)</u></b>					
General Obligation Bonds-Series 2003 (2 of 2)	4/1/2003	5,515,000	670,000	25,000	6,210,000
Subordinate Lien W&S Rev Bonds-Series 2006	2/7/2006	69,210,000	23,988,219	65,000	93,263,219
Subordinate Lien W&S Rev Bonds-Series 2007	6/15/2007	37,235,000	15,025,075	70,000	52,330,075
Subordinate Lien W&S Rev Bonds-Series 2008	2/1/2008	53,560,000	22,336,426	75,000	75,971,426
Senior Lien W&S Refunding Obligations-Series 2012	2/1/2012	77,635,000	33,858,800	75,000	111,568,800
W&S Revenue Obligations-Series 2010	11/30/2010	25,685,000	25,520,993	85,000	51,290,993
<b><i>Sub-Total Water &amp; Sewer Revenue Funded Debt</i></b>		<b>268,840,000</b>	<b>121,399,513</b>	<b>395,000</b>	<b>390,634,513</b>
<b><u>Street/HURF Revenue Funded Debt (Fund 1920)</u></b>					
HURF Revenue Bonds-Series 2004 Refunding	6/1/2004	2,620,000	104,800	5,000	2,729,800
HURF Revenue Bonds-Series 2006	4/11/2006	5,435,000	449,875	15,000	5,899,875
<b><i>Sub-Total Street/HURF Revenue Funded Debt</i></b>		<b>8,055,000</b>	<b>554,675</b>	<b>20,000</b>	<b>8,629,675</b>
<b><u>Transportation Sales Tax Funded Debt (Fund 1970)</u></b>					
Transportation Sales Tax Obligations Bond -Series 2008	10/16/2007	91,140,000	48,087,605	95,000	139,322,605
<b><i>Sub-Total Transportation Sales Tax Funded Debt</i></b>		<b>91,140,000</b>	<b>48,087,605</b>	<b>95,000</b>	<b>139,322,605</b>
<b><u>Landfill Revenue Funded Debt (Fund 2440)</u></b>					
Landfill Revenue Bonds (3)	TBD	8,850,000	2,600,953	75,000	11,525,953
<b><i>Sub-Total Landfill Revenue Funded Debt</i></b>		<b>8,850,000</b>	<b>2,600,953</b>	<b>75,000</b>	<b>11,525,953</b>
<b>Total Debt Service Payments (All Funds)</b>		<b>1,006,100,000</b>	<b>564,476,530</b>	<b>3,015,000</b>	<b>1,573,591,530</b>

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**SCHEDULE EIGHT**  
**Scheduled Lease Payments**

Lease Desc. & Account	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018 On
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2011 Lease Refinance (Refinanced Northern Crossing, Hickman and ADOT payment)

1000-11380-560600 (principal)	668,900	1,212,300	2,855,000	3,011,200	3,175,900
1000-11380-560600 (interest)	580,948	537,589	450,244	293,995	129,195
<b>Total</b>	<b>1,249,848</b>	<b>1,749,889</b>	<b>3,305,244</b>	<b>3,305,195</b>	<b>3,305,095</b>

Fire Trucks & Equipment - '07 Lease

1000-11380-560600 (principal)	71,445	48,286	50,123	-	-
1000-11380-560600 (interest)	8,468	3,259	1,422	-	-
<b>Total</b>	<b>79,913</b>	<b>51,545</b>	<b>51,545</b>	<b>-</b>	<b>-</b>

Parks & Rec Copier - De Lage Landen Public Finance LLC

1000-14700-560600 (principal)	2,358	-	-	-	-
1000-14700-560600 (interest)	66	-	-	-	-
<b>Total</b>	<b>2,424</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b><u>1000 - General Fund Total:</u></b>	<b><u>1,332,185</u></b>	<b><u>1,801,434</u></b>	<b><u>3,356,789</u></b>	<b><u>3,305,195</u></b>	<b><u>3,305,095</u></b>
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Rearloader - '09 Lease (Interfund Borrowing)

2480-17840-560600 (principal)	48,415	-	-	-	-
2480-17840-560600 (interest)	680	-	-	-	-
<b>Total</b>	<b>49,095</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Sideloader -'09 Lease (Interfund Borrowing)

2480-17830-560600 (principal)	44,226	-	-	-	-
2480-17830-560600 (interest)	621	-	-	-	-
<b>Total</b>	<b>44,847</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Three (3) Frontloaders - '09 Lease (Interfund Borrowing)

2480-17820-560600 (principal)	153,775	-	-	-	-
2480-17820-560600 (interest)	2,160	-	-	-	-
<b>Total</b>	<b>155,935</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b><u>2480 - Sanitation Fund Total:</u></b>	<b><u>249,877</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
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<b><u>Grand Total:</u></b>	<b><u>1,582,062</u></b>	<b><u>1,801,434</u></b>	<b><u>3,356,789</u></b>	<b><u>3,305,195</u></b>	<b><u>3,305,095</u></b>
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**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.

<b>Fund Name</b>	<b>Dept / Program Name</b>	<b>Insurance</b>	<b>Workers' Compensation</b>	<b>Vehicle Replacement</b>	<b>Technology Replacement</b>	<b>Telephone</b>
<b>1000 - General</b>						
<b><u>Mayor</u></b>						
	Office of the Mayor	\$2,201	\$112		\$1,649	\$2,324
<b><u>Council Office</u></b>						
	Cholla District					\$1,451
	Council Office	\$6,795	\$9,304		\$5,372	\$3,008
<b><u>City Clerk</u></b>						
	City Clerk	\$2,335	\$460		\$2,306	\$3,342
	Elections	\$370				
	Records Management	\$1,011	\$99		\$2,017	
<b><u>City Manager</u></b>						
	City Manager	\$3,751	\$187		\$2,161	\$1,944
<b><u>City Auditor</u></b>						
	City Auditor	\$1,551	\$54		\$1,265	\$532
<b><u>Intergovt. Programs</u></b>						
	Intergovernmental Programs	\$2,943	\$149		\$1,298	\$1,398
<b><u>City Court</u></b>						
	City Court	\$21,361	\$1,813	\$1,449	\$5,814	\$15,748
<b><u>City Attorney</u></b>						
	City Attorney	\$40,713	\$2,409		\$9,343	\$8,102
<b><u>Marketing and Comm.</u></b>						
	Audio/Visual	\$645	\$77	\$1,538	\$18,043	
	Cable Communications	\$3,504	\$234	\$2,930	\$41,548	
	City-Wide Special Events	\$2,676	\$198		\$1,782	\$1,078
	Marketing	\$1,848	\$528		\$4,418	\$5,032
<b><u>Conv./Media/Parking</u></b>						
	Convention/Media/Parking	\$715			\$128,104	
	Media Center Operations	\$689	\$520			\$12,116
<b><u>Comm. Action Program</u></b>						
	CAP Local Match	\$346			\$2,519	\$21,671
<b><u>Human Resources</u></b>						
	Benefits	\$580	\$38		\$175	
	Compensation	\$2,599	\$177		\$216	
	Employee Relations	\$1,114	\$538			
	Employment Services	\$2,207	\$568			
	Human Resources Administration	\$1,865	\$225		\$7,614	\$6,029
	Organizational Development	\$1,052	\$74			
	Risk Management/Safety	\$662	\$486	\$1,607	\$672	
<b><u>Finance</u></b>						
	Accounting Services	\$6,210	\$693			



**SCHEDULE NINE**  
**Internal Service Premiums**

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Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<b><u>Finance</u></b>						
	Finance Administration	\$2,526	\$149		\$8,310	\$4,597
	License/Collection	\$4,089	\$203	\$992	\$7,970	\$3,233
<b><u>Info. Technology</u></b>						
	Information Technology	\$17,380	\$5,495	\$2,349	\$632,619	\$13,247
<b><u>Management &amp; Budget</u></b>						
	Budget & Research	\$2,713	\$149		\$2,047	\$1,078
	Grants Administration	\$484	\$38		\$216	\$177
	Materials Management	\$1,707	\$112		\$1,880	\$900
<b><u>Police Department</u></b>						
	PD - Fiscal Management	\$936,921	\$529,250	\$431,294	\$139,034	\$171,858
	Police Personnel Management	\$1,024	\$1,040		\$456	
<b><u>Fire Department</u></b>						
	Ambulance Services		\$1,131			
	Fire Administration	\$220,797	\$6,935			
	Fire Marshal's Office		\$5,131			
	Fire Medical Services & Health		\$446			
	Fire Operations		\$326,429			
	Fire Resource Management		\$9,377	\$53,450	\$28,935	\$103,571
	Fire-Emergency Mgmt		\$768			
<b><u>Fire Department</u></b>						
	Air-Med & Logistics Ops (HALO)		\$7,242			
<b><u>Parks &amp; Recreation</u></b>						
	Adult Center		\$12,325		\$7,285	\$3,436
	Aquatics		\$5,203			
	Glendale Community Center		\$989		\$1,364	
	Historic Sahuaro Ranch	\$556	\$651		\$1,161	\$9,346
	Park Irrigation	\$7,307				
	Park Rangers	\$2,605	\$3,455		\$672	
	Parks & Recreation Admin.		\$149		\$220	
	Parks CIP & Planning	\$626	\$260			
	Parks Maintenance	\$25,654	\$13,403		\$2,811	
	Pool Maintenance	\$1,925	\$1,448			
	Recreation Support Services	\$53,557	\$436	\$39,915	\$5,513	\$25,973
	Sports and Health		\$2,622		\$690	
<b><u>Parks &amp; Recreation</u></b>						
	Foothills Recreation Center	\$5,855	\$7,921		\$9,618	\$8,774
<b><u>Comm. Partnerships</u></b>						
	Community Revitalization	\$1,586	\$55	\$1,296	\$4,018	\$2,653
<b><u>Library &amp; Arts</u></b>						
	Library	\$34,013	\$6,402	\$957	\$67,282	\$48,014

**SCHEDULE NINE**  
**Internal Service Premiums**



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<b>Fund Name</b>	<b>Dept / Program Name</b>	<b>Insurance</b>	<b>Workers' Compensation</b>	<b>Vehicle Replacement</b>	<b>Technology Replacement</b>	<b>Telephone</b>
<b><u>Community &amp; Econ Dev</u></b>						
	Building Safety	\$14,415	\$8,923	\$8,004	\$9,505	\$7,985
	Economic Development	\$3,916	\$225		\$3,765	\$1,944
	Mapping and Records		\$38			
	Planning Administration	\$4,481	\$260		\$7,386	\$2,427
<b><u>Code Compliance</u></b>						
	Code Compliance	\$8,620	\$1,805	\$7,425	\$4,930	\$5,734
	Neighborhood Partnership	\$1,210	\$53	\$556	\$664	\$2,121
<b><u>Field Operations</u></b>						
	Cemetery	\$6,522	\$1,050	\$2,335	\$216	\$3,657
	Custodial Services	\$6,884	\$39,173	\$8,315	\$1,752	
	Downtown Parking Garage	\$221				
	Facilities Management	\$28,930	\$46,213	\$15,074	\$1,332	\$24,267
	Field Operations Admin.	\$2,345	\$74		\$2,171	\$25,826
	Materials Control Warehouse	\$2,077	\$5,853	\$3,685	\$1,752	\$1,624
<b><u>Engineering</u></b>						
	Construction Inspection		\$6,457	\$4,482	\$3,326	
	Design Division		\$1,826	\$2,479	\$3,706	
	Engineering Administration	\$17,660	\$112		\$2,667	\$2,817
	Land Development Division		\$112		\$560	
	Materials Testing		\$4,918	\$1,878	\$167	\$4,924
<b><u>Total General</u></b>		<b><u>\$1,528,349</u></b>	<b><u>\$1,085,249</u></b>	<b><u>\$592,010</u></b>	<b><u>\$1,202,316</u></b>	<b><u>\$563,958</u></b>
<b>1040 - General Services</b>						
<b><u>Field Operations</u></b>						
	Equipment Management	\$42,490	\$32,479	\$21,276	\$6,904	\$8,240
	Fuel Services			\$585		
	Parts Store Operations		\$38			
<b><u>Total General Services</u></b>		<b><u>\$42,490</u></b>	<b><u>\$32,517</u></b>	<b><u>\$21,861</u></b>	<b><u>\$6,904</u></b>	<b><u>\$8,240</u></b>
<b>1100 - Telephone Services</b>						
<b><u>Info. Technology</u></b>						
	Telephones	\$1,394	\$38			
<b><u>Total Telephone Services</u></b>		<b><u>\$1,394</u></b>	<b><u>\$38</u></b>			
<b>1140 - PC Replacement</b>						
<b><u>Info. Technology</u></b>						
	Technology Replacement	\$594	\$38			\$191
<b><u>Total PC Replacement</u></b>		<b><u>\$594</u></b>	<b><u>\$38</u></b>			<b><u>\$191</u></b>



**SCHEDULE NINE**  
**Internal Service Premiums**

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Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
<b>1220 - Arts Commission Fund</b>						
<u>Library &amp; Arts</u>						
	Arts Maintenance				\$2,889	
<b>Total Arts Commission Fund</b>					<b><u>\$2,889</u></b>	
<b>1240 - Court Security/Bonds</b>						
<u>City Court</u>						
	Court Time Payments				\$1,380	
<b>Total Court Security/Bonds</b>					<b><u>\$1,380</u></b>	
<b>1281 - Stadium Event Operations</b>						
<u>Marketing and Comm.</u>						
	Mkt'g - Stadium Events	\$17,659				
<u>Police Department</u>						
	PD - Fiesta Bowl Event	\$1,070	\$808			
	Stadium - PD Event Staffing	\$14,994	\$12,186			
<u>Fire Department</u>						
	Fire - Fiesta Bowl Event	\$427				
	Stadium - Fire Event Staffing	\$613			\$587	
<u>Transportation</u>						
	Stadium - Transportation Ops.	\$1,625				
	Transp - Fiesta Bowl Event	\$202				
<b>Total Stadium Event Operations</b>		<b><u>\$36,590</u></b>	<b><u>\$12,994</u></b>		<b><u>\$587</u></b>	
<b>1282 - Arena Event Operations</b>						
<u>Police Department</u>						
	Arena-PD Event Staffing	\$2,548	\$38			
<u>Fire Department</u>						
	Arena - Fire Event Staffing	\$1,115	\$38			
<u>Right-of-Way</u>						
	Arena - ROW Maintenance	\$126				
<u>Transportation</u>						
	Arena - Transportation Ops.	\$38				
<b>Total Arena Event Operations</b>		<b><u>\$3,827</u></b>	<b><u>\$76</u></b>			
<b>1340 - Highway User Gas Tax</b>						
<u>Right-of-Way</u>						
	Right-of-Way Maintenance	\$20,748	\$26,010	\$23,352	\$3,078	

**SCHEDULE NINE**  
**Internal Service Premiums**



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<b>Fund Name</b>	<b>Dept / Program Name</b>	<b>Insurance</b>	<b>Workers' Compensation</b>	<b>Vehicle Replacement</b>	<b>Technology Replacement</b>	<b>Telephone</b>
<b><u>Field Operations</u></b>						
	Graffiti Removal - ROW	\$1,155	\$3,427	\$1,643		
	Street Maintenance	\$14,459	\$15,401	\$34,075	\$6,658	
<b><u>Transportation</u></b>						
	Signs & Markings	\$5,938	\$12,687	\$20,980	\$681	
	Street Light Management	\$3,691		\$540		
	Traffic Design and Development	\$1,502	\$3,278	\$1,406	\$541	
	Traffic Signals	\$22,823	\$20,538	\$15,619	\$1,177	
	Traffic Studies	\$3,079	\$149	\$2,148	\$1,530	
	Transportation Administration	\$1,630	\$1,676		\$1,554	\$6,124
<b><u>Total Highway User Gas Tax</u></b>		<b><u>\$75,025</u></b>	<b><u>\$83,166</u></b>	<b><u>\$99,763</u></b>	<b><u>\$15,219</u></b>	<b><u>\$6,124</u></b>
<b>1660 - Transportation Sales Tax</b>						
<b><u>Transportation</u></b>						
	Dial-A-Ride	\$64,699	\$48,716		\$8,823	\$17,468
	Fixed Route		\$428			
	Intelligent Transportation Sys		\$1,752	\$19,811	\$18,941	\$4,383
	Traffic Mitigation		\$38		\$540	
	Transit Management		\$149			
	Transportation Education		\$656	\$3,088	\$3,125	
	Transportation Program Mgmt		\$476		\$40,703	
<b><u>Total Transportation Sales Tax</u></b>		<b><u>\$64,699</u></b>	<b><u>\$52,215</u></b>	<b><u>\$22,899</u></b>	<b><u>\$72,132</u></b>	<b><u>\$21,851</u></b>
<b>1700 - Police Special Revenue</b>						
<b><u>Police Department</u></b>						
	Patrol - Special Revenue Fund		\$132,506	\$131,993	\$72,389	\$36,805
<b><u>Total Police Special Revenue</u></b>			<b><u>\$132,506</u></b>	<b><u>\$131,993</u></b>	<b><u>\$72,389</u></b>	<b><u>\$36,805</u></b>
<b>1720 - Fire Special Revenue</b>						
<b><u>Fire Department</u></b>						
	Fire - Special Revenue Fund		\$87,414	\$13,362	\$20,702	\$25,893
<b><u>Total Fire Special Revenue</u></b>			<b><u>\$87,414</u></b>	<b><u>\$13,362</u></b>	<b><u>\$20,702</u></b>	<b><u>\$25,893</u></b>
<b>1740 - Civic Center</b>						
<b><u>Civic Center</u></b>						
	Civic Center	\$3,379	\$2,569	\$1,350	\$5,226	\$7,153
<b><u>Total Civic Center</u></b>		<b><u>\$3,379</u></b>	<b><u>\$2,569</u></b>	<b><u>\$1,350</u></b>	<b><u>\$5,226</u></b>	<b><u>\$7,153</u></b>



**SCHEDULE NINE**  
**Internal Service Premiums**

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<b>Fund Name</b>	<b>Dept / Program Name</b>	<b>Insurance</b>	<b>Workers' Compensation</b>	<b>Vehicle Replacement</b>	<b>Technology Replacement</b>	<b>Telephone</b>
<b>1750 - City Sales Tax-Bed Tax</b>						
<u>Tourism/CVB</u>						
	Tourism	\$1,389	\$1,058		\$1,174	\$5,094
<b>Total City Sales Tax-Bed Tax</b>		<b><u>\$1,389</u></b>	<b><u>\$1,058</u></b>		<b><u>\$1,174</u></b>	<b><u>\$5,094</u></b>
<b>1760 - Airport Special Revenue</b>						
<u>Airport</u>						
	Airport Operations	\$110,334	\$4,351	\$2,073	\$1,104	\$10,059
<b>Total Airport Special Revenue</b>		<b><u>\$110,334</u></b>	<b><u>\$4,351</u></b>	<b><u>\$2,073</u></b>	<b><u>\$1,104</u></b>	<b><u>\$10,059</u></b>
<b>1860 - RICO Funds</b>						
<u>Police Department</u>						
	State RICO			\$150,504		
<b>Total RICO Funds</b>				<b><u>\$150,504</u></b>		
<b>1880 - Parks &amp; Recreation Self Sust</b>						
<u>Parks &amp; Recreation</u>						
	Adult Center Self Sustaining		\$640			
	Rec Self Sust-Foothills Rec		\$640		\$540	
	Sports Self Sustaining		\$507			
	SRPHA Sahuaro Ranch Hist		\$216			
	Youth and Teen Self Sustaining		\$4,073			
<b>Total Parks &amp; Recreation Self S</b>			<b><u>\$6,076</u></b>		<b><u>\$540</u></b>	
<b>2360 - Water and Sewer</b>						
<u>Env. Resources</u>						
	Environmental Resources		\$187		\$2,297	\$532
	Water Quality		\$4,728	\$7,717		\$1,124
<u>Finance</u>						
	Customer Service Office		\$3,511		\$47,624	\$35,941
<u>Utilities</u>						
	Arrowhead Reclamation Plant		\$9,482	\$10,186	\$1,210	
	Information Management		\$1,439	\$6,575	\$303,262	
	Public Service Representatives		\$2,154	\$11,138		
	System Security		\$4,194	\$7,711		
	Utilities Administration	\$341,340	\$460	\$10,440	\$454	\$90,060
	West Area Plant		\$6,981	\$15,637	\$2,245	
<b>Total Water and Sewer</b>		<b><u>\$341,340</u></b>	<b><u>\$33,136</u></b>	<b><u>\$69,404</u></b>	<b><u>\$357,092</u></b>	<b><u>\$127,657</u></b>

**SCHEDULE NINE**  
**Internal Service Premiums**



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<b>Fund Name</b>	<b>Dept / Program Name</b>	<b>Insurance</b>	<b>Workers' Compensation</b>	<b>Vehicle Replacement</b>	<b>Technology Replacement</b>	<b>Telephone</b>
<b>2400 - Water</b>						
	<b><u>Env. Resources</u></b>					
	Water Conservation		\$722	\$1,638	\$3,546	\$532
	<b><u>Community &amp; Econ Dev</u></b>					
	Cross Connection Control		\$1,415	\$1,726	\$2,032	\$355
	<b><u>Utilities</u></b>					
	Central System Control		\$5,904	\$5,414		
	Central System Maintenance		\$2,162	\$9,114		
	Cholla Treatment Plant		\$6,750	\$8,140		
	Customer Service - Field		\$23,807	\$25,826		
	Irrigation		\$988			
	Meter Maintenance		\$7,665	\$20,908		
	Oasis Surface WTP		\$34,359	\$14,626	\$4,320	
	Pyramid Peak Plant		\$31,717	\$10,167		
	Water Distribution		\$38,594	\$184,497		
	<b><u>Total Water</u></b>		<b><u>\$154,083</u></b>	<b><u>\$282,056</u></b>	<b><u>\$9,898</u></b>	<b><u>\$887</u></b>
<b>2420 - Sewer</b>						
	<b><u>Utilities</u></b>					
	Pretreatment Program		\$3,187	\$15,600		
	Storm Water		\$1,594	\$41,053		
	Wastewater Collection		\$16,287	\$169,142	\$540	
	<b><u>Total Sewer</u></b>		<b><u>\$21,068</u></b>	<b><u>\$225,795</u></b>	<b><u>\$540</u></b>	
<b>2440 - Landfill</b>						
	<b><u>Field Operations</u></b>					
	Landfill	\$42,865	\$20,367		\$9,943	\$3,968
	MRF Operations		\$7,281		\$4,384	\$3,210
	Recycling		\$7,702		\$2,576	\$723
	Solid Waste Admin		\$2,703		\$3,477	\$1,029
	<b><u>Total Landfill</u></b>	<b><u>\$42,865</u></b>	<b><u>\$38,053</u></b>		<b><u>\$20,380</u></b>	<b><u>\$8,930</u></b>
<b>2480 - Sanitation</b>						
	<b><u>Field Operations</u></b>					
	Curb Service	\$58,550	\$45,703		\$2,618	\$532
	Residential-Loose Trash Collec	\$37,938	\$33,105		\$1,838	
	Sanitation Frontload	\$29,105	\$56,174		\$6,224	\$3,190
	Sanitation Roll-off	\$4,844	\$2,186			
	<b><u>Total Sanitation</u></b>	<b><u>\$130,437</u></b>	<b><u>\$137,168</u></b>		<b><u>\$10,680</u></b>	<b><u>\$3,722</u></b>



**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.

<b>Fund Name</b>	<b>Dept / Program Name</b>	<b>Insurance</b>	<b>Workers' Compensation</b>	<b>Vehicle Replacement</b>	<b>Technology Replacement</b>	<b>Telephone</b>
<b>2500 - Pub Housing Budget Activities</b>						
<u>Comm. Partnerships</u>						
	Community Housing	\$72,174	\$4,947	\$11,925	\$14,037	
	<b>Total Pub Housing Budget Activ</b>	<b><u>\$72,174</u></b>	<b><u>\$4,947</u></b>	<b><u>\$11,925</u></b>	<b><u>\$14,037</u></b>	
<b>2530 - Training Facility Revenue Fund</b>						
<u>Police Department</u>						
	PS Training Ops - Police	\$2,415	\$1,146	\$30,131	\$10,882	\$16,989
<u>Fire Department</u>						
	PS Training Ops - Fire	\$11,369	\$2,399	\$3,653	\$82,710	\$34,361
<u>Field Operations</u>						
	PS Training Ops - Fac. Mgmt.	\$3,270	\$1,733	\$4,518		
	<b>Total Training Facility Revenue</b>	<b><u>\$17,054</u></b>	<b><u>\$5,278</u></b>	<b><u>\$38,302</u></b>	<b><u>\$93,592</u></b>	<b><u>\$51,350</u></b>
<b>2538 - Glendale Health Center</b>						
<u>Fire Department</u>						
	Glendale Health Center	\$66			\$6,271	\$1,607
	<b>Total Glendale Health Center</b>	<b><u>\$66</u></b>			<b><u>\$6,271</u></b>	<b><u>\$1,607</u></b>
<b>FY 2014 Total Internal Service Premiums:</b>		<b>\$2,472,006</b>	<b>\$1,894,000</b>	<b>\$1,663,297</b>	<b>\$1,915,052</b>	<b>\$879,521</b>

**SCHEDULE TEN**  
**Authorized Staffing**



<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>CITY ATTORNEY DEPARTMENT</u></b>					
Asst City Attorney	3	3	2	2	2
Asst City Prosecutor	9	7	7	6	6
City Attorney	1	1	1	1	1
City Prosecutor	1	1	1	1	1
Dep City Attorney	2	2	3	3	3
Exec Legal Asst	1	1	1	1	1
Legal Asst	2	2	2	2	2
Mgmt Asst to the City Attorney	1	1	1	1	1
Public Safety Staff Attorney	-	-	1	1	1
Secretary	2	2	2	1	1
Sr Secretary	5	5	5	5	5
Victim Assistance Caseworker	1	1	1	1	1
<b>CITY ATTORNEY DEPARTMENT TOTAL:</b>	<b>28</b>	<b>26</b>	<b>27</b>	<b>25</b>	<b>25</b>
<b><u>CITY AUDITOR DEPARTMENT</u></b>					
Asst City Auditor	1	1	1	1	1
City Auditor	1	1	1	-	-
Compliance/Asset Mgmt Exec Dir	-	-	-	1	1
Internal Auditor	2	-	-	-	-
Sr Secretary	0.5	-	0.5	0.5	0.5
<b>CITY AUDITOR DEPARTMENT TOTAL:</b>	<b>4.5</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b><u>CITY CLERK DEPARTMENT</u></b>					
City Clerk	1	1	1	1	1
Dep City Clerk	1	1	1	1	1
Mgmt Aide	1	1	1	1	1
Records Mgmt Asst	1	1	1	1	1
Records Supv	1	1	1	1	1
Secretary	1	-	-	-	-
Sr Secretary	-	1	1	1	1
<b>CITY CLERK DEPARTMENT TOTAL:</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b><u>CITY COURT DEPARTMENT</u></b>					
Account Spec II	1	1	1	1	1
City Judge	2	2	2	2	2
Coll Rep	1	1	1	-	-
Court Accounting Supv	1	1	1	1	1
Court Admin	1	1	1	1	1
Court Clerk I	3	3	3	1	1
Court Clerk II	25	24.2	24.2	21.2	21.2
Court Clerk III	3	2	2	2	2
Court Hearing Officer	1	1	1	1	1
Court Interpreter	2	1.75	1.75	1.75	1.5
Court Supv	1	-	-	3	3
Dep Court Admin	2	1	1	1	-
Judicial Asst	1	1	1	1	1
Mgmt Asst	1	1	1	1	1
Police Officer	3	3	1	1	1
Presiding City Judge	1	1	1	1	1
Sr Secretary	1	0.8	0.8	0.8	0.8



**SCHEDULE TEN**  
**Authorized Staffing**

<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>CITY COURT DEPARTMENT</b>					
<b>CITY COURT DEPARTMENT TOTAL:</b>	<b>50</b>	<b>45.75</b>	<b>43.75</b>	<b>40.75</b>	<b>39.5</b>
<b>CITY MANAGER DEPARTMENT</b>					
Asst City Mgr	1	1	1	1	1
City Mgr	1	1	1	1	1
City Mgr Relations Dir	1	-	-	-	-
Dep City Mgr	2	1	-	-	-
Exec Administrative Asst	4	3	3	-	-
Exec Administrative Asst II	1	1	1	-	-
Mgmt Asst	-	1	1	1	1
Mgmt Asst II	1	-	-	-	-
Mgmt Asst to the City Mgr	1	1	1	1	1
Sr Mgmt Asst	3	2	1	1	1
<b>CITY MANAGER DEPARTMENT TOTAL:</b>	<b>15</b>	<b>11</b>	<b>9</b>	<b>5</b>	<b>5</b>
<b>COMMUNICATIONS DEPARTMENT</b>					
Asst Dep City Mgr	1	-	-	-	-
Audio/Visual Coordinator	-	1	1	-	-
Audio/Visual Network Spec	-	1	1	-	-
Cable Media Administrator	1	1	1	1	1
Chief Broadcast Engineer	1	1	1	1	1
Civic Center Event Coord	3	3	3	2	2
Civic Center Mgr	1	-	-	1	-
Civic Center Ops Coord	1	1	1	1	1
Comm Dir	-	1	-	-	-
Comm Exec Dir	-	-	-	1	1
Creative Designer	2	2	1	1	1
Creative Services Mgr	1	1	1	1	1
Customer Assistance Rep	0.5	0.5	1.5	1.5	0.5
CVB Mgr	-	-	1	1	1
Dep Comm Dir	2	2	1	2	2
Economic Development Admin	1	-	-	-	-
Exec Comm Dir	-	-	1	-	-
Marketing & Comm Coord	1	1	1	-	-
Marketing & Comm Mgr	1	1	1	-	-
Marketing & Comm Prog Mgr	-	-	-	2	2
Media Production Spec	4	4	4	5	4.5
Mgmt Aide	-	-	1	-	1
Mgmt Asst	1	-	1	1	1
Secretary	1	1	-	-	-
Special Events Coord	1	1	0.75	1	1
Special Events Division Mgr	1	1	1	1	1
Special Events Program Manager	2	2	2	2	2
Sr Marketing & Comm Mgr	2	-	-	1	1
Sr Secretary	1	1	-	-	-
Srvc Worker III (Bldg Maint)	1	1	1	1	1
Television Exec Prod/Anchor	1	1	1	-	-
Television Producer/Host	1	1	1	1	-
Tourism Coordinator	1	1	1	1	1
Tourism Manager	1	1	-	-	-

**SCHEDULE TEN**  
**Authorized Staffing**



<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>COMMUNICATIONS DEPARTMENT</b>					
Web Content Program Mgr	2	2	2	1	1
<b>COMMUNICATIONS DEPARTMENT TOTAL:</b>	<b>36.5</b>	<b>33.5</b>	<b>32.25</b>	<b>30.5</b>	<b>28</b>
<b>COMMUNITY &amp; ECON DEV DEPARTMENT</b>					
Assoc Planner	1	-	-	-	-
Asst Bldg Safety Dir	1	1	1	1	-
Asst Dep City Mgr	-	1	1	-	-
Asst Economic Development Dir	-	-	-	1	-
Asst Planning Dir	-	-	-	1	1
Bldg Insp	5	5	4	4	4
Bldg Insp Spec	7	4	4	4	3
Bldg Safety Dir	1	-	-	1	-
Bldg Safety Mgr	1	1	1	1	1
Bldg Safety Official	-	-	-	-	1
Community & Econ Dev Exec Dir	-	-	-	-	1
Customer Assistance Rep	2	-	-	-	-
Dep Planning Dir	2	-	-	-	-
Development Plans Tech	2	2	2	2	2
Development Srvc Rep	2	1	2	1	1
Development Srvc Supv	1	-	-	-	-
Econ Dev Official	-	-	-	-	1
Econ Development Admin Asst	-	-	-	1	1
Economic Development Admin	4	3	3	1	1
Economic Development Dir	1	1	1	1	-
Economic Development Spec	-	-	-	1	2
Engineering Tech II	1	-	-	-	-
Mgmt Asst	1	-	-	-	-
Mgmt Asst II	-	-	-	1	-
Planner	3	2	1	1	1
Planning Dir	1	1	1	1	1
Planning Tech	1	1	1	1	1
Plans Examiner	3	2	2	2	2
Principal Planner	2	2	1	-	-
Secretary	1.75	1.75	1.75	1.75	1.75
Sr Bldg Insp	6	5	6	5	4
Sr Development Srvc Rep	2	2	1	1	1
Sr Engineering Tech	1	1	1	1	1
Sr Mgmt Asst	2	2	2	-	-
Sr Planner	5	3	3	2	2
Sr Plans Examiner	1	1	1	-	-
Sr Secretary	4	3	3	3	2
Structural Plans Examiner	1	1	1	1	1
<b>COMMUNITY &amp; ECON DEV DEPARTMENT TOTAL:</b>	<b>65.75</b>	<b>46.75</b>	<b>44.75</b>	<b>40.75</b>	<b>36.75</b>
<b>COUNCIL DISTRICTS&amp;OF DEPARTMENT</b>					
Council Asst	4	3	4	4	4
Council Member	5	5	5	5	5
Council Srvc Admin	1	1	1	1	1
Exec Administrative Asst	1	1	1	2	2
Secretary	1	1	1	-	-



**SCHEDULE TEN**  
**Authorized Staffing**

<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>COUNCIL DISTRICTS&amp;OF DEPARTMENT</u></b>					
Vice Mayor	1	1	1	1	1
<b>COUNCIL DISTRICTS&amp;OF DEPARTMENT TOTAL:</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b><u>FINANCIAL SERVICES DEPARTMENT</u></b>					
Account Spec	5	4	3	3	3
Account Spec II	6	6	6	6	5
Accountant I	5	4	4	3	5
Accountant II	5	4	4	3	3
Accounting Mgr	2	2	2	2	2
Asst Budget Dir	1	1	1	-	-
Billing & Compliance Spec	7	7	9	9	9
Billing Supv	1	1	1	1	-
Budget Analyst	1	1	1	-	-
Budget Coord	1	1	1	-	-
Budget Dir	1	1	1	-	-
Business Equip Tech	2	2	2	2	2
Cashier	6	6	6	6	6
Chief Budget Officer	-	-	-	1	1
Chief Financial Officer	-	-	-	1	1
Coll Rep	4	4	3	3	-
Contract Analyst	3	3	2	2	2
Contract Spec	1	-	-	-	-
Customer Relations Supv	1	1	-	-	-
Customer Service Manager	-	-	-	-	1
Dep Finance Dir	2	1	-	-	-
Duplicating Coord	1	1	-	-	-
Finance Dir	-	-	1	-	-
Finance Dir/CFO	1	-	-	-	-
Financial Svcs Exec Dir	-	-	-	1	1
Financial Svcs Supv	-	-	-	-	5
Grants Admin	1	-	-	-	-
Licensing & Taxpayer Analyst	-	-	-	-	3
Materials Mgr	1	1	-	-	-
Mgmt Asst	1	1	1	1	-
Office Support Supv	1	1	1	1	1
Payroll & Accts Payable Supv	1	1	1	1	-
Purch & Materials Control Mgr	-	-	-	1	-
Reg Licensing & Compl Analyst	3	2	3	2	-
Revenue Admin	-	-	1	1	1
Revenue Recovery Supv	1	1	1	1	1
Secretary	3.5	1	2	-	-
Sr Account Spec	5	5	4	4	-
Sr Applications Analyst	1	1	1	1	1
Sr Billing & Compliance Spec	2	0.5	2	2	1
Sr Budget Analyst	2	2	2	2	2
Sr Customer Assistance Rep	2.5	2.5	2.5	2.5	2.5
Sr Mgmt Asst	-	1	1	1	1
Sr Secretary	1	1	-	-	-
Tax & License Mgr	1	1	1	1	1
Tax Auditor	3	3	2	3	3

**SCHEDULE TEN**  
**Authorized Staffing**



Department / Position Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
<b>FINANCIAL SERVICES DEPARTMENT</b>					
<b>FINANCIAL SERVICES DEPARTMENT TOTAL:</b>	<b>86</b>	<b>75</b>	<b>72.5</b>	<b>67.5</b>	<b>63.5</b>
<b>FIRE SERVICES DEPARTMENT</b>					
Asst Fire Chief	3	2	2	2	2
Asst Fire Marshal	2	1	1	1	1
Comm Sys Tech	1	-	-	-	-
Customer Assistance Rep	1	1	1	1	1
Dep Fire Chief (40 hrs)	5	3	3	4	3
Dep Fire Chief (52 hrs)	3	3	3	1	2
Dept Accting & Budget Mgr	1	-	-	-	-
Emergency Svcs Coord	1	-	1	1	1
Fire Battalion Chief (40 Hrs)	8	1	1	4	3
Fire Battalion Chief (52 Hrs)	5	6	6	6	7
Fire Budget & Project Mgr	1	-	-	-	-
Fire Captain (40 Hrs)	10	11	3	7	8
Fire Captain (52 Hrs)	51	50	58	50	46
Fire Chief	1	1	1	1	1
Fire Comm Outreach Coord	3	2	3	3	2
Fire Crisis Response Vol Coord	4	3	3	3	2
Fire Dept Staff Counselor	1	1	1	1	1
Fire EMS Coordinator	1	1	1	1	1
Fire Engineer (40 Hrs)	-	3	1	3	1
Fire Engineer (52 Hrs)	50	47	50	48	49
Fire Fighter (40 Hrs)	-	7	5	9	12
Fire Fighter (52 Hrs)	110	104	104	103	96
Fire Finance/Budget Coord	1	1	1	1	1
Fire Insp I	2	3	2	1	1
Fire Insp II	5	4	6	6	6
Fire Marshal	1	1	1	1	1
Fire Mgmt Analyst	-	1	1	1	1
Fire Protection Engineer II	1	-	-	-	-
Mgmt Aide	6	6	5	5	5
Mgmt Asst	3	3	3	2	1
Plans Examiner	1	1	1	1	1
Police Ops Mgr	-	-	-	-	1
Programs Admin	-	3	3	2	1
Public Safety Tech Svcs Admin	-	1	1	1	1
Secretary	3	2	2	2	2
Shop Maint Coord	1	1	1	1	1
Sr HR Analyst	1	-	-	-	-
Sr Secretary	1.5	1	1	1	1
Srvc Worker I	1	-	-	-	-
Srvc Worker II	2	3	3	1	1
Srvc Worker III	1	1	1	1	1
Sys Admin	-	-	-	-	1
Sys Analyst	1	-	1	1	1
<b>FIRE SERVICES DEPARTMENT TOTAL:</b>	<b>293.5</b>	<b>279</b>	<b>281</b>	<b>277</b>	<b>267</b>
<b>HR &amp; RISK MGT DEPARTMENT</b>					
Asst HR Dir	1	1	1	1	1



**SCHEDULE TEN**  
**Authorized Staffing**

<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>HR &amp; RISK MGT DEPARTMENT</u></b>					
Benefits Analyst	-	-	-	1	-
Dep HR Dir	2	1	2	1	-
Employee Benefits Rep	1.75	0.25	-	-	-
Employee Devel Coord	-	-	1	1	1
Employee Safety Specialist	1	-	-	-	-
HR & Risk Mgmt Dir	1	1	1	-	-
HR Admin	-	-	3	3	4
HR Analyst	2	-	-	-	-
HR Coord	-	-	3	2	2
HR Generalist	-	1	5	5	4
HR Program Coord	1	1	-	-	-
HR Program Mgr	4	7	-	-	-
HR Tech	3.25	3	1	1	1
HR Technology Analyst	-	-	1	-	-
Loss Control Supervisor	1	1	-	-	-
Mgmt Asst	2	2	1	1	1
Occ Health & Wellness Nurse	-	-	0.75	-	-
Occupational Health Nurse	1	-	-	-	-
Risk Mgr	1	-	1	1	1
Risk & Safety Analyst	-	-	3	3	3
Risk Mgmt Claims Analyst	1	1	-	-	-
Sr Customer Assistance Rep	-	-	1.75	0.75	1
Sr HR Analyst	5	-	-	-	-
Sr HR Technology Analyst	1	1	-	-	-
Worker's Comp Claims Analyst	1	1	-	-	-
<b>HR &amp; RISK MGT DEPARTMENT TOTAL:</b>	<b>30</b>	<b>21.25</b>	<b>25.5</b>	<b>20.75</b>	<b>19</b>
<b><u>INTERGOVT. PROGRAMS DEPARTMENT</u></b>					
Dep Intergov Programs Dir	1	-	-	-	-
Intergov Programs Admin	-	2	2	2	1
Intergov Programs Dir	1	1	1	1	1
Legislative Coordinator	1	-	-	-	-
Mgmt Asst	1	1	1	1	1
<b>INTERGOVT. PROGRAMS DEPARTMENT TOTAL:</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b><u>MAYOR'S OFFICE DEPARTMENT</u></b>					
Asst to the Mayor	1	1	1	1	1
Mayor	1	1	1	1	1
Mgmt Aide	1	1	1	1	1
Sr Mgmt Asst	1	1	1	1	-
<b>MAYOR'S OFFICE DEPARTMENT TOTAL:</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b><u>N'HOOD &amp; HUMAN SVCS DEPARTMENT</u></b>					
Account Spec II	2	2	2	2	2
Accountant I	1	1	-	-	-
Asst Code Compliance Dir	1	1	1	1	1
Bldg Maint Leader	-	1	1	1	1
Bldg Maint Supv	1	1	1	1	1
Building Maintenance Worker	3	2	2	2	2
Code Compliance Dir	1	1	1	1	1

**SCHEDULE TEN**  
**Authorized Staffing**



<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>N'HOOD &amp; HUMAN SVCS DEPARTMENT</u></b>					
Code Compliance Supv	2	2	2	2	2
Code Insp I	4	2	3	3	3
Code Insp II	3	7	6	4	3
Code Insp III	6	2	2	2	2
Community Action Program Admin	1	1	1	1	1
Community Eligibility Rep	2.5	2.5	2.5	2.5	2.5
Community Eligibility Spec	1	1	1	1	1
Community Partnerships Dir	1	1	1	1	-
Customer Assistance Rep	1	1	1	1	-
Dep City Mgr	2	2	2	1	-
Housing Assistance Rep	10	10	10	10	10
Housing Svcs Admin	1	1	1	1	1
Housing Supv	1	1	1	1	1
Mgmt Aide	1.5	1	1.5	1	1
Mgmt Asst	1.75	1.75	2.75	2.75	2.75
Neighborhood Partnership Admin	1	1	1	1	-
Neighborhood Svcs Coord	3	2	3	2	2
Office Asst	0.5	0.5	0.5	0.5	-
Revitalization Admin	1	1	1	1	1
Revitalization Coord	4	4	4	4	4
Revitalization Grants Supv	1	1	1	1	1
Revitalization Supv	1	1	1	1	1
Secretary	5.5	5	5	4	4
Sr Mgmt Asst	3	1	1	1	1
Sr Secretary	4	4	4	3	3
Srvc Worker I (Bldg Maint)	1	1	1	1	1
<b>N'HOOD &amp; HUMAN SVCS DEPARTMENT TOTAL:</b>	<b>72.75</b>	<b>66.75</b>	<b>68.25</b>	<b>61.75</b>	<b>56.25</b>
<b><u>PARKS, REC &amp; LIBRARY DEPARTMENT</u></b>					
Account Spec	2	2	2	2	-
Arts & Cultural Admin	1	-	-	-	-
Audio/Visual Coordinator	1	-	-	-	-
Audio/Visual Network Spec	1	-	-	-	-
Building Maintenance Worker	1	1	1	1	-
Chief Librarian	-	-	-	1	1
Courier	1	1	1	0.5	-
Crewleader (Parks)	4	2	2	2	2
Crewleader (Streets)	2	2	2	1	-
Dep Parks & Rec Dir	3	2	2	1	-
Engineering Insp II	1	1	-	1	1
Landscape Gard/Horticulturist	1	1	1	1	1
Librarian I	1.5	3.5	-	-	-
Librarian II	22.25	16.25	18.75	16.75	12.75
Librarian III	6	3	3	3	3
Librarian IV	4	4	4	3	1
Library Asst I	3	4	4	3.5	2.5
Library Asst II	3	1.63	1.63	1	1
Library Asst III	13.75	13.25	13.25	11.75	11.75
Library Dir	1	1	1	-	-
Library Graphics Coord	1	1	1	1	1



**SCHEDULE TEN**  
**Authorized Staffing**

Department / Position Title	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
<b><u>PARKS, REC &amp; LIBRARY DEPARTMENT</u></b>					
Library Mgr	6	5	4	3	2
Library Ops Supv	4	4	4	4	3
Library Technology Coord	2	2	1	1	-
Library Technology Supv	1	1	1	-	-
Mgmt Aide	-	-	-	-	1
Mgmt Asst	3	3	3	1	1
Mgmt Asst II	-	-	-	1	-
Office Support Supv	1	1	1	1	1
Park Mgr	3	1	1	1	1
Park Ranger	3	3	3	3	3
Parks & Rec Dir	1	1	1	-	-
Parks & Rec Projects Coord	2	2	2	1	1
Parks, Rec & Library Exec Dir	-	-	-	1	1
PC Oper	1	-	-	-	-
PC Support Specialist II	3	2	2	-	-
Playground Equip Srvc Worker	2	2	2	2	2
Public Service Asst	11.26	2.63	6.5	5.5	5.5
Rec Accounts Coord	1	1	1	-	-
Rec Coord	7	6	6	5	4
Rec Mgr	5	5	5	5	4
Rec Programmer	14.25	13.25	13.25	10.25	6
Secretary	7	7	7	5	3
Service Worker III (Streets)	8	7	7	5	5
Sr Heavy Equip Srvc Worker	1	1	1	1	-
Sr Mgmt Asst	1	1	-	-	-
Sr Rec Coord	9	7	7	3	2
Sr Secretary	1	1	1	1	2
Srvc Worker II (Parks)	17	15	13	11	10
Srvc Worker II (Streets)	3	3	3	4	4
Srvc Worker III (Parks)	9	9	8	4	4
Streets Supv	1	-	1	-	-
Support Srvc Supv	1	1	1	1	1
<b>PARKS, REC &amp; LIBRARY DEPARTMENT TOTAL:</b>	<b>202.01</b>	<b>166.51</b>	<b>163.38</b>	<b>130.25</b>	<b>104.5</b>
<b><u>POLICE SERVICES DEPARTMENT</u></b>					
Asst Homeland Security Dir	1	1	-	-	-
Asst Police Chief	2	2	2	2	2
Asst Police Dir	1	-	-	-	-
Building Maintenance Worker	1	1	1	1	-
Comm Sys Tech	1	1	1	1	1
Database Admin	1	1	-	-	-
Emergency Mgmt Admin	-	-	1	-	-
Emergency Srvc Coord	2	1	1	-	-
Homeland Security Dir	1	1	-	-	-
Info Technology Mgr	1	1	1	1	1
Legal Asst	1	1	-	-	-
Mgmt Aide	10	10	10	9	7
Mgmt Asst	3	3	5	4	4
Police Aide	5	1	1	1	1
Police Chief	1	1	1	1	1

**SCHEDULE TEN**  
**Authorized Staffing**



<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>POLICE SERVICES DEPARTMENT</u></b>					
Police Comm Spec	37.5	34.5	32.5	31.5	30.5
Police Comm Supv	5	5	4	5	5
Police Comm Sys Spec	1	1	1	1	1
Police Commander	5	5	5	5	5
Police Community Svcs Officer	9	-	6	3	2
Police Crime Prevention Spec	6	-	6	5	4
Police Crime/Stats Analyst	3	2	2	3	2
Police Crisis Svcs Coord	1	-	-	-	-
Police Detention Officer	18	15	14	14	14
Police Hiring Coord	4	1	1	1	1
Police Identification Supv	1	1	1	1	1
Police Identification Tech	6	5	5	4	4
Police Lieutenant	18	18	18	18	18
Police Officer	365	364	364	350	326
Police Officer (Assignment)	1	1	1	1	1
Police Officer Trainee	-	1	1	5	-
Police Ops Mgr	1	1	2	2	1
Police Plan & Research Analyst	1	1	1	1	1
Police Property/Evid Custodian	3	3	3	3	3
Police Records Tech	18.5	15.5	14.5	15.5	13.5
Police Sergeant	56	56	56	56	56
Police Support Svcs Supv	7	5	7	5	5
Police Tech Svcs Bureau Admin	1	1	-	-	-
Police Tech Svcs Mgr	6	4	3	3	3
Police Volunteer Coord	1	1	1	1	1
Programs Admin	-	1	1	1	-
Property Room Supv	1	1	1	1	1
Public Safety Events Scheduler	2	2	2	2	2
Public Safety Staff Attorney	1	1	-	-	-
Public Safety Tech Svcs Admin	-	-	1	1	1
Secretary	3.5	2.5	2.5	2.5	3.5
Secur Officer	7	6	5	5	6
Secur Svcs Coord	1	1	1	1	1
Sr HR Analyst	1	-	-	-	-
Sr Mgmt Asst	-	-	-	1	1
Sr Secretary	5	4	4	2	1
Srvc Worker III (Fleet)	1	-	1	-	-
Sys Admin	1	1	1	1	-
Sys Analyst	-	-	1	1	1
Victim Assistance Caseworker	6	5	5	5	5
<b>POLICE SERVICES DEPARTMENT TOTAL:</b>	<b>635.5</b>	<b>590.5</b>	<b>598.5</b>	<b>577.5</b>	<b>537.5</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>					
Account Spec II	5	5	5	5	5
Accountant II	-	-	-	1	1
Assoc Civil Engineer	1	-	-	-	-
Asst City Engineer	2	2	2	1	1
Bldg Maint Leader	2	2	1	1	1
Bldg Maint Supv	2	1	2	2	2
Building Maintenance Worker	17	14	15	8	8



**SCHEDULE TEN**  
**Authorized Staffing**

<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>					
Buyer I	1	1	1	1	1
Buyer II	1	1	1	1	1
Cashier	-	-	-	3	3
City Engineer	1	1	1	-	-
Commercial Sanitation Insp	1	1	1	1	1
Crewleader (Landfill)	1	1	1	1	1
Crewleader (Parks)	1	1	1	1	1
Crewleader (Sanitation)	5	5	5	5	5
Crewleader (Streets)	7	5	5	2	2
Custodial Supv	1	1	1	1	1
Custodian	18	15	14	10	7
Custodian Lead	4	4	4	4	4
Dep City Mgr	1	1	-	-	-
Dep Field Ops Dir	2	2	2	2	1
Dispatcher/Router	2	-	-	-	-
Engineering Insp II	7	5	6	3	3
Engineering Project Mgr	4	4	4	4	4
Engineering Tech II	1	-	-	-	-
Engineering Utility Coord	1	-	-	-	-
Equip Mechanic I	8	7	6	6	6
Equip Mechanic II	10	10	10	10	7
Equip Mechanic Spec	16	15	14	14	14
Equip Mgmt Supt	1	1	1	1	1
Equip Operator	2	2	2	-	-
Equip Operator (Sanitation)	59	58	55	56	56
Equipment Operator (Streets)	4	2	2	2	2
Facilities Mgmt Supt	1	-	-	-	-
Field Ops Admin Supv	1	1	1	1	1
Field Ops Dir	1	1	1	-	-
Fleet Sys Coord	1	-	-	-	-
Heavy Equip Oper	1	1	1	-	-
Landfill Insp	1	1	1	1	1
Landfill Oper	5	5	5	5	5
Landfill Supt	1	1	1	1	1
Landfill Supv	1	1	1	1	1
Landscape Architect	1	-	-	-	-
Materials Control Asst	1	-	-	-	-
Materials Control Spec	2.75	2.75	2.75	2.75	1.75
Materials Logistics Mgr	1	1	1	-	-
Materials Tech	2	1	2	2	2
Mgmt Aide	2	1	1	-	-
Mgmt Asst	4	4	3	2	2
Principal Engineer	3	2	2	1	1
Programs Admin	1	1	1	1	1
Property Agent	1	-	-	-	-
Property Mgr	1	1	1	-	-
Public Works Exec Dir	-	-	-	1	1
Recycling Coord	1	1	1	1	1
Sanitation Insp	5	5	5	5	5
Sanitation Supt	1	1	1	1	1

**SCHEDULE TEN**  
**Authorized Staffing**



<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>PUBLIC WORKS DEPARTMENT</u></b>					
Sanitation Supv	3	3	2	3	3
Secretary	1	1	1	1	1
Secur Officer	2	2	2	2	-
Service Worker III (Streets)	7	6	7	2	2
Shop Maint Coord	2	2	2	2	2
Shop Supv	2	2	2	2	2
Sr Budget Analyst	1	1	1	1	1
Sr Civil Engineer	6	5	4	3	2
Sr Engineering Insp	3	2	2	1	1
Sr Engineering Tech	1	-	-	-	-
Sr Equip Mechanic Special	1	1	1	1	1
Sr Materials Tech	1	1	1	1	1
Sr Mgmt Asst	2	1	1	1	1
Sr Sanitation Insp	1	1	1	1	1
Sr Secretary	3	2	2	2	2
Srvc Worker I	3	4	5	2	2
Srvc Worker I (Landfill)	2	1	1	-	-
Srvc Worker I (Sanitation)	1	1	-	-	-
Srvc Worker II	5	5	5	2	2
Srvc Worker II (Airport)	1	1	1	-	-
Srvc Worker II (Landfill)	4	4	4	3	3
Srvc Worker II (Sanitation)	2	2	2	2	2
Srvc Worker II (Streets)	16	12	10	2	2
Srvc Worker III (Parks)	1	1	1	1	-
Srvc Worker III (Sanitation)	2	2	2	1	1
Srvc Writer	1	-	-	-	-
Streets Supt	1	1	1	-	-
Streets Supv	3	2	2	1	1
Weigh Scale Oper	4	4	4	-	-
Welder\Fabricator	1	1	-	-	-
<b>PUBLIC WORKS DEPARTMENT TOTAL:</b>	<b>310.75</b>	<b>269.75</b>	<b>260.75</b>	<b>208.75</b>	<b>196.75</b>
<b><u>TECH. &amp; INNOVATION DEPARTMENT</u></b>					
Applications Analyst	1	1	1	1	1
Assoc Sys Admin	1	1	1	-	-
Chief Info Technology Officer	1	1	1	-	-
Database Admin	1	1	2	1	1
Dep Chief Info Tech Officer	1	1	1	1	1
GIS Analyst	-	-	-	-	1
Help Desk Support Spec	3	2	3	3	2
Help Desk Supv	1	1	1	1	1
Info Technology Mgr	5	4	4	3	3
Innovate Admin	-	-	-	1	1
Library Technology Supv	-	-	-	1	-
Mgmt Aide	2	1	1	1	1
Network Engineer	1	1	1	1	1
PC Support Specialist II	-	-	-	2	2
Sr Applications Analyst	1	1	1	-	-
Sr Database Admin	-	-	-	1	1
Sr GIS Analyst	1	1	1	1	1



**SCHEDULE TEN**  
**Authorized Staffing**

<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b><u>TECH. &amp; INNOVATION DEPARTMENT</u></b>					
Sr Network Engineer	1	1	1	1	1
Sr Sys Admin	1	1	1	1	1
Sr Sys Analyst	-	-	-	1	1
Sys Admin	3	3	3	3	3
Sys Analyst	6	5	3	4	3
Tech & Innovation Exec Dir	-	-	-	1	1
Voice Comms Admin	1	1	1	1	1
<b>TECH. &amp; INNOVATION DEPARTMENT TOTAL:</b>	<b>31</b>	<b>27</b>	<b>27</b>	<b>30</b>	<b>28</b>
<b><u>TRANSPORTATION SVCS DEPARTMENT</u></b>					
Airport Administrator	1	1	1	1	1
Crewleader (Airport)	1	1	1	1	1
Crewleader (Streets)	2	1	1	2	2
Dep Trans Dir	2	2	2	1	1
Dispatcher/Router	5.5	5.5	5.5	5.5	5.5
Intelligent Trans Sys Analyst	1	1	1	1	1
Intelligent Trans Sys Mgr	1	1	1	-	-
Intelligent Trans Sys Tech	2	2	2	2	2
Lead Transit Rep	8	8	8	8	7
Mgmt Aide	2	2	-	1	1
Mgmt Asst	-	-	1	-	1
Planning Mgr	-	1	1	1	1
Principal Engineer	2	2	2	2	2
Programs Admin	-	1	1	1	1
Secretary	2	2	-	-	-
Service Worker III (Streets)	1	1	1	-	-
Sign Fabricator	1	-	-	-	-
Sr Mgmt Asst	2	1	1	1	1
Sr Secretary	2	2	2	1	1
Sr Traffic Engineering Spec	1	1	1	1	1
Sr. Trans Analyst	1	1	1	1	1
Srvc Worker II (Airport)	2	2	2	3	3
Srvc Worker II (Streets)	5	5	5	4	4
Traffic Education Program Mgr	1	1	1	1	1
Traffic Engineer I	1	1	1	1	1
Traffic Engineer II	1	-	-	-	-
Traffic Engineering Spec	2	1	1	1	1
Traffic Engineering Tech	2	2	2	2	2
Traffic Ops Electronic Tech	1	1	1	1	1
Traffic Ops Supt	1	-	-	-	-
Traffic Signal Supv	1	1	1	1	1
Traffic Signal Tech I	2	1	1	-	1
Traffic Signal Tech II	4	2	2	2	2
Traffic Signal Tech III	2	2	2	1	1
Traffic Signs & Markings Supv	1	1	1	1	1
Trans Dir	1	1	1	-	-
Trans Planner	2	1	2	2	2
Trans Planning Mgr	1	-	-	-	-
Trans Svcs Exec Dir	-	-	-	1	1
Trans Sys Mgr	-	-	-	1	1

**SCHEDULE TEN**  
**Authorized Staffing**



<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>TRANSPORTATION SVCS DEPARTMENT</b>					
Transit Administrator	1	1	1	1	1
Transit Coord	2	1	2	2	2
Transit Mgr	2	2	2	2	2
Transit Oper	16.75	16.75	16.75	16.75	16.75
Transit Supv	1	1	1	1	1
<b>TRANSPORTATION SVCS DEPARTMENT TOTAL:</b>	<b>90.25</b>	<b>80.25</b>	<b>79.25</b>	<b>75.25</b>	<b>76.25</b>
<b>WATER SERVICES DEPARTMENT</b>					
Account Spec	1	1	1	-	-
Building Maintenance Worker	1	1	1	1	1
Chemist	5	5	5	5	5
Crewleader (Water)	1	1	1	1	-
Custodian	1	1	1	1	-
Dep Utilities Dir	2	2	2	2	2
Dept Accting & Budget Mgr	1	1	1	-	-
Environmental Program Mgr	4	4	4	4	4
Environmental Resource Dir	1	1	1	1	1
GIS Coord	1	1	1	1	1
HR Generalist	-	1	1	1	1
HR Program Mgr	1	-	-	-	-
Laboratory Tech	3	3	3	3	3
Lead Water Srvc Rep	2	2	2	2	2
Mgmt Aide	1	1	1	1	1
Mgmt Asst	-	-	-	1	1
PC Oper	1	1	2	2	2
Plant Instrument Tech II	4	4	4	4	4
Plant Maint Mechanic II	3	3	3	3	3
Pretreatment Insp	2	2	2	3	4
Pretreatment Officer	1	-	-	-	-
Pretreatment Program Mgr	-	1	1	1	1
Public Srvc Rep	5	5	5	5	5
Secretary	1	1	2	1	1
Secur Officer	5	5	6	6	5
Security Systems Tech	-	-	1	1	-
Sr Applications Analyst	-	-	1	1	1
Sr Civil Engineer	1	1	1	1	1
Sr Mgmt Asst	2	2	2	1	1
Sr Plant Instrument Tech	6	6	6	6	6
Sr Plant Maint Mechanic	4	4	4	4	4
Sr Pretreatment Insp	3	3	3	2	1
Sr Secretary	2	2	2	3	3
Sr Utility Sys Tech	4	4	4	4	5
Sr Water Plant Oper	5	5	5	5	5
Sr Water Reclam Facility Oper	3	2	2	2	2
Srvc Worker I	-	-	1	-	-
Srvc Worker II (Water)	2	2	2	2	2
Sys Admin	1	1	1	1	1
Util Safety Spec	1	1	-	-	-
Util Safety/Security Coor	1	1	1	1	2
Utilities Dir	1	1	1	-	-



**SCHEDULE TEN**  
**Authorized Staffing**

<b>Department / Position Title</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>WATER SERVICES DEPARTMENT</b>					
Utilities Network Engineer	2	2	2	2	2
Utilities Secur Supt	1	1	1	1	1
Utilities Supv	5	5	5	5	5
Utilities Technology Mgr	1	1	1	1	1
Utility Data Coord	1	1	1	1	1
Utility Locator	4	4	4	3	3
Utility Ops Supt	4	4	4	4	4
Utility Sys Tech I	28	28	23	23	23
Utility Sys Tech II	17	17	19	21	21
Water Conservation Spec	1	1	1	1	1
Water Control Room Oper	5	5	5	5	5
Water Plant Operator II	17	17	17	17	17
Water Plant Ops Supv	4	4	4	4	4
Water Quality Data Coord	1	1	1	1	1
Water Quality Lab Mgr	1	1	1	1	1
Water Reclam Facility Oper I	-	3	1	-	-
Water Reclam Facility Oper II	15	13	14	15	15
Water Reclam Facility Supv	2	2	2	2	2
Water Srvc Rep	12	12	11	11	11
Water Srvc Admin	-	-	-	2	2
Water Srvc Exec Dir	-	-	-	1	1
<b>WATER SERVICES DEPARTMENT TOTAL:</b>	<b>204</b>	<b>204</b>	<b>204</b>	<b>204</b>	<b>202</b>
<b>Grand Total</b>	<b>2,182.51</b>	<b>1,971.01</b>	<b>1,966.38</b>	<b>1,824.25</b>	<b>1,712.50</b>

**STATE OF ARIZONA OFFICE OF THE AUDITOR GENERAL**

**OFFICIAL BUDGET FORMS**

**City of Glendale**

**Fiscal Year 2014**

**City of Glendale**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2014**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2013	ACTUAL EXPENDITURES/EXPENSES** 2013	FUND BALANCE/ NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Funds	\$ 176,171,369	\$ 157,461,427	\$ 20,712,844	Primary: \$ 5,196,766	\$ 185,621,677	\$	\$	\$ 13,770,843	\$ 44,692,293	\$ 180,609,837	\$ 174,184,356
2. Special Revenue Funds	89,371,307	59,278,847	59,073,670		98,064,812			1,817,751	35,503,850	123,452,383	92,028,884
3. Debt Service Funds Available	67,135,223	66,830,223	14,857,518	Secondary: 18,826,764	797,221			41,732,388		76,213,891	64,252,877
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	67,135,223	66,830,223	14,857,518	18,826,764	797,221			41,732,388		76,213,891	64,252,877
6. Capital Projects Funds	61,042,435	9,489,255	23,799,940		750,551	15,000,000		22,810,188	209,296	62,151,383	62,151,381
7. Permanent Funds	5,626,041		5,618,226		20,000					5,638,226	5,638,226
8. Enterprise Funds Available	150,139,159	110,672,394	86,580,793		117,562,012	8,850,000		274,269		213,267,074	149,229,810
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	150,139,159	110,672,394	86,580,793		117,562,012	8,850,000		274,269		213,267,074	149,229,810
11. Internal Service Funds	29,514,466	26,255,826	5,888,532		28,819,453					34,707,985	28,514,466
12. TOTAL ALL FUNDS	\$ 579,000,000	\$ 429,987,972	\$ 216,531,523	\$ 24,023,530	\$ 431,635,726	\$ 23,850,000	\$	\$ 80,405,439	\$ 80,405,439	\$ 696,040,779	\$ 576,000,000

**EXPENDITURE LIMITATION COMPARISON**

	2013	2014
1. Budgeted expenditures/expenses	\$579,000,000	\$ 576,000,000
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	579,000,000	576,000,000
4. Less: estimated exclusions	196,076,577	202,072,306
5. Amount subject to the expenditure limitation	\$382,923,423	\$ 373,927,694
6. EEC or voter-approved alternative expenditure limitation	\$516,173,179	\$ 528,504,325

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**City of Glendale  
Tax Levy and Tax Rate Information  
Fiscal Year 2014**

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 5,043,101	\$ 5,196,766
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 2,582,325	\$ 5,196,766
B. Secondary property taxes	19,253,633	18,826,764
C. Total property tax levy amounts	\$ 21,835,958	\$ 24,023,530
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 2,490,052	
(2) Prior years' levies	46,611	
(3) Total primary property taxes	\$ 2,536,663	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 18,730,018	
(2) Prior years' levies	255,794	
(3) Total secondary property taxes	\$ 18,985,812	
C. Total property taxes collected	\$ 21,522,475	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.2252	0.4974
(2) Secondary property tax rate	1.6753	1.7915
(3) Total city/town tax rate	1.9005	2.2889
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating _____ special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
1000 - General	\$ 75,077,479	\$ 73,744,109	\$ 76,568,961
1750 - City Sales Tax-Bed Tax			618,352
1770 - Zanjero Special Revenue	1,734,520	1,841,000	1,896,230
1780 - Arena Special Revenue	4,538,356	4,538,356	4,674,507
1790 - Stadium City Sales Tax - AZSTA	2,399,570	2,014,884	2,075,332
1870 - Marketing Self Sust	557,507	557,507	
<b>Licenses and permits</b>			
1000 - General	8,550,723	8,845,723	8,521,367
1282 - Arena Event Operations	70,000	68,375	71,794
1780 - Arena Special Revenue	512,496	512,496	
<b>Intergovernmental</b>			
1000 - General	49,631,571	49,631,571	51,840,278
1282 - Arena Event Operations	337,410	226,625	211,676
1283 - CamelbackRanch EventOperations		97,000	102,000
1782 - PFC Special Rev	105,000		
2530 - Training Facility Revenue Fund	376,859	376,859	315,392
<b>Charges for services</b>			
1000 - General	12,562,128	11,898,550	12,254,887
1040 - General Services	8,992,555	8,928,983	9,362,930
1100 - Telephone Services	944,831	944,831	879,521
1120 - Vehicle Replacement	1,625,703	1,625,703	1,663,297
1140 - PC Replacement	2,067,884	2,067,884	1,915,052
1280 - Youth Sports Complex	27,500	30,000	30,000
1281 - Stadium Event Operations	861,549	687,000	733,203
1283 - CamelbackRanch EventOperations	39,000	39,000	28,852
1740 - Civic Center	450,370	409,950	421,799
1780 - Arena Special Revenue	2,948,313	2,238,313	1,588,313
1870 - Marketing Self Sust		5,000	5,000
2530 - Training Facility Revenue Fund	1,119,778	1,119,778	1,172,308
2538 - Glendale Health Center	65,966	65,966	61,250
<b>Fines and forfeits</b>			
1000 - General	3,057,826	2,931,356	2,931,856
1240 - Court Security/Bonds	410,817	384,091	393,412
<b>Interest on investments</b>			
1000 - General	259,569	250,000	250,000
1120 - Vehicle Replacement	16,061	16,061	16,000
1140 - PC Replacement	8,973	8,973	6,063
1220 - Arts Commission Fund	5,276	5,276	
1240 - Court Security/Bonds	6,483	2,000	2,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>Miscellaneous</b>			
1000 - General	3,604,970	3,253,767	3,913,220
1120 - Vehicle Replacement	250,000	250,000	250,000
1140 - PC Replacement	5,000	5,000	2,000
1190 - Employee Groups	80,000	22,500	22,500
1200 - Utility Bill Donation			168,300
1220 - Arts Commission Fund	106,806	106,806	88,387
1260 - Library	184,328	183,178	183,088
1740 - Civic Center	70	50	50
1780 - Arena Special Revenue	5,000	5,000	5,000
1782 - PFC Special Rev	11,300,000	11,300,000	
1870 - Marketing Self Sust	426,000	390,500	377,500
<b>Total General Fund</b>	<b>\$ 195,324,247</b>	<b>\$ 191,630,021</b>	<b>\$ 185,621,677</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Local taxes</b>			
1660 - Transportation Sales Tax	\$ 20,862,081	\$ 21,503,066	\$ 22,357,634
1700 - Police Special Revenue	12,685,489	12,769,584	13,292,721
1720 - Fire Special Revenue	6,318,358	6,360,403	6,621,242
	<u>\$ 39,865,928</u>	<u>\$ 40,633,053</u>	<u>\$ 42,271,597</u>
<b>Intergovernmental</b>			
1300 - Home Grant	\$ 768,919	\$ 663,057	\$ 1,618,610
1310 - Neighborhood Stabilization Pgm	500,000	100,000	
1311 - N'hood Stabilization Pgm III	1,684,188	1,684,188	1,601,026
1320 - C.D.B.G.	2,330,541	2,244,299	3,108,567
1340 - Highway User Gas Tax	12,759,293	12,759,293	12,791,191
1640 - Local Transp. Assistance	665,234	665,234	666,707
1650 - Transportation Grants	5,936,055	68,927	5,823,056
1660 - Transportation Sales Tax	544,389		
1820 - CAP Grant	1,121,803	1,043,949	1,061,138
1830 - Emergency Shelter Grants	174,160	174,160	174,160
1840 - Grants	15,800,000	4,100,000	9,671,805
1842 - ARRA Stimulus Grants	1,786,747	1,360,573	33,466
1860 - RICO Funds	2,830,000	742,500	1,068,055
1885 - Parks & Recreation Designated	6,800	6,800	3,000
2120 - Airport Capital Grants	16,039,242	295,449	12,654,269
	<u>\$ 62,947,371</u>	<u>\$ 25,908,429</u>	<u>\$ 50,275,050</u>
<b>Charges for services</b>			
1650 - Transportation Grants	\$	\$ 37,823	\$ 10,832
1660 - Transportation Sales Tax	134,750	129,484	128,750
1760 - Airport Special Revenue	8,104	8,104	10,000
1880 - Parks & Recreation Self Sust	1,227,100	1,027,067	1,156,746
	<u>\$ 1,369,954</u>	<u>\$ 1,202,478</u>	<u>\$ 1,306,328</u>
<b>Interest on investments</b>			
1660 - Transportation Sales Tax	\$ 95,000	\$ 80,000	\$ 80,000
1860 - RICO Funds	63,529	7,500	7,500
1885 - Parks & Recreation Designated	500	500	500
	<u>\$ 159,029</u>	<u>\$ 88,000</u>	<u>\$ 88,000</u>
<b>Miscellaneous</b>			
1300 - Home Grant	\$ 4,198	\$ 3,873	\$ 7,285
1310 - Neighborhood Stabilization Pgm	100,000	500,000	1,320,000
1320 - C.D.B.G.	6,303	85,792	85,792
1650 - Transportation Grants	2,000,000	1,764,250	2,000,000
1660 - Transportation Sales Tax	10,000	222,364	
1700 - Police Special Revenue			234,585
1760 - Airport Special Revenue	447,932	442,744	471,175
1880 - Parks & Recreation Self Sust	4,500	5,000	5,000
	<u>\$ 2,572,933</u>	<u>\$ 3,024,023</u>	<u>\$ 4,123,837</u>
<b>Total Special Revenue Funds</b>	<u>\$ 106,915,215</u>	<u>\$ 70,855,983</u>	<u>\$ 98,064,812</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
<b>DEBT SERVICE FUNDS</b>			
<b>Local taxes</b>			
1900 - G.O. Bond Debt Service	\$ 150,000	\$ 150,000	\$ 150,000
	<u>\$ 150,000</u>	<u>\$ 150,000</u>	<u>\$ 150,000</u>
<b>Interest on investments</b>			
1900 - G.O. Bond Debt Service	\$ 658,552	\$ 608,502	\$ 647,221
	<u>\$ 658,552</u>	<u>\$ 608,502</u>	<u>\$ 647,221</u>
<b>Total Debt Service Funds</b>	<u>\$ 808,552</u>	<u>\$ 758,502</u>	<u>\$ 797,221</u>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Licenses and permits</b>			
1421 - DIF-Fire Protection Facilities	\$ 81,867	\$ 92,650	\$ 93,990
1441 - DIF-Police Facilities	63,886	74,141	75,281
1461 - DIF-Citywide Parks	44,096	50,786	51,680
1481 - DIF-Citywide Recreation Fac	44,096	50,758	51,680
1501 - DIF-Libraries	84,376	97,302	98,887
1520 - DIF-Citywide Open Spaces		(933)	
1541 - DIF-Parks Dev Zone 1	20,064	29,749	30,397
1561 - DIF-Parks Dev Zone 2	14,212	5,016	5,066
1581 - DIF-Parks Dev Zone 3	7,524	16,302	16,465
1601 - DIF-Roadway Improvements	221,284	278,115	282,068
1620 - DIF-General Government		(847)	
	<u>\$ 581,405</u>	<u>\$ 693,039</u>	<u>\$ 705,514</u>
<b>Interest on investments</b>			
1380 - DIF Library Blds	\$ 7,123	\$ 6,193	\$ 6,204
1421 - DIF-Fire Protection Facilities	656	544	790
1441 - DIF-Police Facilities	3,825	6,770	6,977
1461 - DIF-Citywide Parks	925	957	1,082
1481 - DIF-Citywide Recreation Fac	4,568	4,369	3,684
1501 - DIF-Libraries	12,103	11,201	10,704
1520 - DIF-Citywide Open Spaces	1,569	1,787	1,320
1541 - DIF-Parks Dev Zone 1	469	537	392
1561 - DIF-Parks Dev Zone 2	464	622	391
1581 - DIF-Parks Dev Zone 3	138	203	164
1601 - DIF-Roadway Improvements	5,741	9,947	7,214
1620 - DIF-General Government	743	526	495
2000 - Hurf Street Bonds	1,349	1,119	1,264
2040 - Public Safety Construction	1,190	1,390	1,157
2060 - Parks Construction	76	120	88
2100 - Economic Dev. Constr-1999 Auth	444	709	233
2180 - Flood Control Construction	2,670	3,771	2,878
	<u>\$ 44,053</u>	<u>\$ 50,765</u>	<u>\$ 45,037</u>
<b>Miscellaneous</b>			
1601 - DIF-Roadway Improvements	\$	\$ 200,011	\$
2040 - Public Safety Construction		118,734	
	<u>\$</u>	<u>\$ 318,745</u>	<u>\$</u>
<b>Total Capital Projects Funds</b>	<u>\$ 625,458</u>	<u>\$ 1,062,549</u>	<u>\$ 750,551</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>PERMANENT FUNDS</b>			
<b>Interest on investments</b>			
<u>2280 - Cemetery Perpetual Care</u>	\$ 21,505	\$ 20,000	\$ 20,000
	\$ 21,505	\$ 20,000	\$ 20,000
<b>Total Permanent Funds</b>	\$ 21,505	\$ 20,000	\$ 20,000
<b>ENTERPRISE FUNDS</b>			
<b>Licenses and permits</b>			
<u>2360 - Water and Sewer</u>	\$ 98,387	\$ 111,593	\$ 96,180
	\$ 98,387	\$ 111,593	\$ 96,180
<b>Intergovernmental</b>			
<u>2500 - Pub Housing Budget Activities</u>	\$ 10,119,418	\$ 10,119,418	\$ 10,813,943
	\$ 10,119,418	\$ 10,119,418	\$ 10,813,943
<b>Charges for services</b>			
<u>2360 - Water and Sewer</u>	\$ 75,602,200	\$ 80,217,664	\$ 74,786,007
<u>2440 - Landfill</u>	7,455,540	7,635,420	7,659,920
<u>2480 - Sanitation</u>	14,734,382	14,602,000	14,641,000
	\$ 97,792,122	\$ 102,455,084	\$ 97,086,927
<b>Interest on investments</b>			
<u>2360 - Water and Sewer</u>	\$ 22,000	\$ 151,776	\$ 120,000
<u>2440 - Landfill</u>	50,000	30,000	50,000
<u>2480 - Sanitation</u>	4,000	4,000	4,000
	\$ 76,000	\$ 185,776	\$ 174,000
<b>Miscellaneous</b>			
<u>2360 - Water and Sewer</u>	\$ 2,183,649	\$ 3,518,967	\$ 3,259,402
<u>2440 - Landfill</u>	386,400	1,294,309	1,297,597
<u>2480 - Sanitation</u>	97,000	267,163	270,295
<u>2500 - Pub Housing Budget Activities</u>	4,100,000	4,100,000	4,563,668
	\$ 6,767,049	\$ 9,180,439	\$ 9,390,962
<b>Total Enterprise Funds</b>	\$ 114,852,976	\$ 122,052,310	\$ 117,562,012

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>INTERNAL SERVICE FUNDS</b>			
<b>Licenses and permits</b>			
2580 - Benefits Trust Fund	\$ 786	\$ 1,442	\$ 786
	<u>\$ 786</u>	<u>\$ 1,442</u>	<u>\$ 786</u>
<b>Interest on investments</b>			
2560 - Workers Comp. Self Insurance	\$ 8,848	\$ 11,218	\$ 9,000
2580 - Benefits Trust Fund	18,000		18,000
	<u>\$ 26,848</u>	<u>\$ 11,218</u>	<u>\$ 27,000</u>
<b>Miscellaneous</b>			
2540 - Risk Management Self Insurance	\$ 30,000	\$ 36,537	\$ 30,000
2560 - Workers Comp. Self Insurance	30,000	28,445	30,000
	<u>\$ 60,000</u>	<u>\$ 64,982</u>	<u>\$ 60,000</u>
<b>Self insurance premiums</b>			
2540 - Risk Management Self Insurance	\$ 2,500,000	\$ 2,500,000	\$ 2,472,006
2560 - Workers Comp. Self Insurance	984,460	2,384,460	1,894,000
2580 - Benefits Trust Fund	22,294,500	20,566,295	24,365,661
	<u>\$ 25,778,960</u>	<u>\$ 25,450,755</u>	<u>\$ 28,731,667</u>
<b>Total Internal Service Funds</b>	<u>\$ 25,866,594</u>	<u>\$ 25,528,397</u>	<u>\$ 28,819,453</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 444,414,547</u>	<u>\$ 411,907,762</u>	<u>\$ 431,635,726</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**City of Glendale**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2014**

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUNDS</b>				
1000 - General	\$	\$	\$	\$ 36,528,243
1280 - Youth Sports Complex			292,000	
1281 - Stadium Event Operations			2,310,390	
1282 - Arena Event Operations			10,396,898	
1283 - CamelbackRanch EventOperations			250,000	
1740 - Civic Center			214,331	
1750 - City Sales Tax-Bed Tax			37,079	
1770 - Zanjero Special Revenue				1,896,230
1780 - Arena Special Revenue				6,267,820
1870 - Marketing Self Sust			270,145	
<b>Total General Funds</b>	\$	\$	\$ 13,770,843	\$ 44,692,293
<b>SPECIAL REVENUE FUNDS</b>				
1340 - Highway User Gas Tax	\$	\$	\$	\$ 3,695,875
1640 - Local Transp. Assistance				666,707
1660 - Transportation Sales Tax			1,566,707	31,141,268
1760 - Airport Special Revenue			193,044	
1820 - CAP Grant			58,000	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 1,817,751	\$ 35,503,850
<b>DEBT SERVICE FUNDS</b>				
1900 - G.O. Bond Debt Service	\$	\$	\$ 209,296	\$
1920 - HURF Debt Service			4,695,875	
1940 - M.P.C. Debt Service			29,496,137	
1970 - Transportation Debt Service			7,331,080	
<b>Total Debt Service Funds</b>	\$	\$	\$ 41,732,388	\$
<b>CAPITAL PROJECTS FUNDS</b>				
1481 - DIF-Citywide Recreation Fac	\$	\$	\$	\$ 209,296
2210 - Transportation Capital Project	15,000,000		22,810,188	
<b>Total Capital Projects Funds</b>	\$ 15,000,000	\$	\$ 22,810,188	\$ 209,296
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
2360 - Water and Sewer	\$	\$	\$	\$
2440 - Landfill	8,850,000			
2500 - Pub Housing Budget Activities			274,269	
<b>Total Enterprise Funds</b>	\$ 8,850,000	\$	\$ 274,269	\$
<b>INTERNAL SERVICE FUNDS</b>				
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$ 23,850,000	\$	\$ 80,405,439	\$ 80,405,439

**City of Glendale  
Expenditures/Expenses by Fund  
Fiscal Year 2014**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
<b>GENERAL FUND</b>				
City Attorney	\$ 3,054,970	\$ 379,803	\$ 3,424,970	\$ 3,067,621
City Auditor	291,823	(232)	290,823	297,466
City Clerk	698,741	(3,663)	692,644	596,572
City Court	4,228,365	1,120	4,037,707	4,162,645
City Manager	827,696	(4,304)	820,903	804,914
Communications	5,043,739	(244,448)	4,748,190	4,490,309
Community & Econ Dev	4,506,099	(31,276)	4,455,764	4,236,010
Council Districts&Of	1,043,312	8,004	1,042,853	1,122,899
Financial Services	24,926,180	221,995	8,864,572	16,379,125
Fire Services	27,174,314	1,355,449	28,093,173	29,330,889
HR & Risk Mgt	1,740,700	261,054	1,992,529	1,776,974
Intergovt. Programs	640,658	(1,015)	638,158	476,818
Mayor's Office	362,188	(73,269)	287,444	291,078
N'Hood & Human Svcs	2,176,893	(90,457)	2,076,833	1,629,355
Non-Departmental	644,720	6,556	1,984,881	983,465
Parks, Rec & Library	13,662,609	55,150	13,773,005	12,551,440
Police Services	52,871,340	167,173	52,221,403	54,887,767
Public Works	19,982,956	277,563	19,741,627	20,393,145
Tech. & Innovation	8,058,572	(402,570)	7,643,272	7,438,144
Transportation Svcs	740,676		630,676	887,703
Carryover Reserve		143,261		
Contingency	334,905	1,134,019		8,380,017
<b>Total General Fund</b>	<b>\$ 173,011,456</b>	<b>\$ 3,159,913</b>	<b>\$ 157,461,427</b>	<b>\$ 174,184,356</b>
<b>SPECIAL REVENUE FUNDS</b>				
Community & Econ Dev Grants	\$ 29,259	\$	\$ 4,259	\$
Financial Services Grants	57,225		4,450	15,000
Fire Grants	3,500,000	(1,246,245)	500,000	500,000
Fire Services	6,559,036	50,969	6,452,530	6,913,425
Misc Capital Grants	2,000,000	(1,983,336)		2,000,000
Misc. Grants	4,960,603	(3,913,592)	975,000	3,724,494
N'Hood Human Svcs Grants	6,915,506	45,067	6,636,908	9,069,410
Parks, Rec & Library	3,420,815	39,435	3,138,479	3,918,587
Parks, Rec & Library Grants	715,079	(370,000)	300,079	450,000
Police Grants	4,357,406	775	2,802,601	3,192,778
Police RICO	3,895,270	136	3,895,270	3,896,249
Police Services	14,240,490	133,768	13,740,490	15,627,787
Public Works	1,043,221	42,193	1,043,221	4,197,556
Public Works Grants	36,604		32,451	
Transportation Grants	7,936,055	(88,513)	2,597,325	7,833,888
Transportation Svcs	32,148,638	(5,865,528)	16,403,443	30,654,710
Water Services Grants	957,540	(40,000)	752,341	35,000
Carryover Reserve		4,025,226		
Contingency	5,743,693	24,512		
<b>Total Special Revenue Funds</b>	<b>\$ 98,516,440</b>	<b>\$ (9,145,133)</b>	<b>\$ 59,278,847</b>	<b>\$ 92,028,884</b>
<b>DEBT SERVICE FUNDS</b>				
General Obligation	\$ 24,276,491	\$	\$ 23,971,491	\$ 22,729,785
Highway User (HURF)	4,708,869		4,708,869	4,695,875
Municipal Property Corp	16,488,582	4,090,000	20,578,582	29,496,137
Public Facilities Corp	9,010,000	1,230,000	10,240,000	

**City of Glendale  
Expenditures/Expenses by Fund  
Fiscal Year 2014**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
Transportation Obligation	7,331,281		7,331,281	7,331,080
<b>Total Debt Service Funds</b>	<b>\$ 61,815,223</b>	<b>\$ 5,320,000</b>	<b>\$ 66,830,223</b>	<b>\$ 64,252,877</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Communications	\$ 100,000		\$ 97,623	\$ 1,239,124
Community & Econ Dev	1,724,799	97,864	1,096,137	8,500
Financial Services	40,468		40,468	8,614
Fire Services	271,624	2,839	265,849	903,022
Parks, Rec & Library	843,454	26,770	244,905	330,658
Police Services	469,808	86,491	308,476	4,097,555
Public Works	4,768,699	131,519	1,266,372	38,230,761
Transportation Svcs	35,351,284	161,437	6,169,427	
Carryover Reserve		73,152		
Contingency	16,892,227			17,333,147
<b>Total Capital Projects Funds</b>	<b>\$ 60,462,363</b>	<b>\$ 580,072</b>	<b>\$ 9,489,257</b>	<b>\$ 62,151,381</b>
<b>PERMANENT FUNDS</b>				
Contingency	\$ 5,626,041			\$ 5,638,226
<b>Total Permanent Funds</b>	<b>\$ 5,626,041</b>			<b>\$ 5,638,226</b>
<b>ENTERPRISE FUNDS</b>				
Community & Econ Dev	\$ 232,134	\$ 1,792	\$ 232,134	\$ 142,222
Financial Services	2,995,863	(215,498)	2,495,863	2,643,052
N'HoodHuman Svcs Grants	12,700,110	10,990	12,700,110	15,912,427
Public Works	25,351,196	159,821	22,072,284	35,047,249
Water Services	101,008,842	393,909	73,172,003	87,984,860
Carryover Reserve				
Contingency	7,500,000			7,500,000
<b>Total Enterprise Funds</b>	<b>\$ 149,788,145</b>	<b>\$ 351,014</b>	<b>\$ 110,672,394</b>	<b>\$ 149,229,810</b>
<b>INTERNAL SERVICE FUNDS</b>				
HR & Risk Mgt	\$ 26,780,332	\$ (265,866)	\$ 26,255,826	\$ 26,514,466
Contingency	3,000,000			2,000,000
<b>Total Internal Service Funds</b>	<b>\$ 29,780,332</b>	<b>\$ (265,866)</b>	<b>\$ 26,255,826</b>	<b>\$ 28,514,466</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 579,000,000</b>	<b>\$</b>	<b>\$ 429,987,974</b>	<b>\$ 576,000,000</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
<b>City Attorney</b>				
1000 - General	\$ 3,054,970	\$ 379,803	\$ 3,424,970	\$ 3,067,621
<b>City Attorney Total</b>	<b>\$ 3,054,970</b>	<b>\$ 379,803</b>	<b>\$ 3,424,970</b>	<b>\$ 3,067,621</b>
<b>City Auditor</b>				
1000 - General	\$ 291,823	\$ (232)	\$ 290,823	\$ 297,466
<b>City Auditor Total</b>	<b>\$ 291,823</b>	<b>\$ (232)</b>	<b>\$ 290,823</b>	<b>\$ 297,466</b>
<b>City Clerk</b>				
1000 - General	\$ 698,741	\$ (3,663)	\$ 692,644	\$ 596,572
<b>City Clerk Total</b>	<b>\$ 698,741</b>	<b>\$ (3,663)</b>	<b>\$ 692,644</b>	<b>\$ 596,572</b>
<b>City Court</b>				
1000 - General	\$ 3,570,321	\$ (138)	\$ 3,555,129	\$ 3,494,961
1240 - Court Security/Bonds	658,044	1,258	482,578	667,684
<b>City Court Total</b>	<b>\$ 4,228,365</b>	<b>\$ 1,120</b>	<b>\$ 4,037,707</b>	<b>\$ 4,162,645</b>
<b>City Manager</b>				
1000 - General	\$ 827,696	\$ (4,304)	\$ 820,903	\$ 804,914
<b>City Manager Total</b>	<b>\$ 827,696</b>	<b>\$ (4,304)</b>	<b>\$ 820,903</b>	<b>\$ 804,914</b>
<b>Communications</b>				
1000 - General	\$ 2,777,811	\$ (71,417)	\$ 2,695,683	\$ 2,462,262
1281 - Stadium Event Operations	25,070		25,070	27,844
1740 - Civic Center	937,728	3,377	900,728	636,180
1750 - City Sales Tax-Bed Tax				655,431
1870 - Marketing Self Sust	1,303,130	(176,408)	1,126,709	708,592
2080 - Gov't Facilities - 1999 Auth	100,000		97,623	
<b>Communications Total</b>	<b>\$ 5,143,739</b>	<b>\$ (244,448)</b>	<b>\$ 4,845,813</b>	<b>\$ 4,490,309</b>
<b>Community &amp; Econ Dev</b>				
1000 - General	\$ 4,506,099	\$ (31,276)	\$ 4,455,764	\$ 4,236,010
1980 - Streets Constr. - 1999 Auth				512,596
2100 - Economic Dev. Constr-1999 Auth	1,623,814	120,507	1,017,794	726,528
2130 - Cultural Facility Bond Fund	100,985	(22,643)	78,343	
2360 - Water and Sewer	232,134	1,792	232,134	142,222
1842 - ARRA Stimulus Grants	29,259		4,259	
<b>Community &amp; Econ Dev Total</b>	<b>\$ 6,492,291</b>	<b>\$ 68,380</b>	<b>\$ 5,788,294</b>	<b>\$ 5,617,356</b>
<b>Contingency</b>				
1000 - General	\$	\$ 1,134,019	\$	\$ 8,045,113
1010 - National Events	334,905			334,904
1340 - Highway User Gas Tax	5,743,693			
1380 - DIF Library Blds	1,746,584			1,749,399
1420 - DIF-Fire Protection Facilities	129,121			311,621
1440 - DIF-Police Facilities	1,236,886			1,436,006

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2014**

DEPARTMENT/FUND	ADOPTED	EXPENDITURE/	ACTUAL	BUDGETED
	BUDGETED	EXPENSE	EXPENDITURES/	EXPENDITURES/
	EXPENDITURES/	ADJUSTMENTS	EXPENSES*	EXPENSES
	EXPENSES	APPROVED		
	2013	2013	2013	2014
1460 - DIF-Citywide Parks	292,989			360,390
1480 - DIF-Citywide Recreation Fac	1,047,929			906,326
1500 - DIF-Libraries	3,033,756			2,933,288
1520 - DIF-Citywide Open Spaces	243,129			241,496
1540 - DIF-Parks Dev Zone 1	115,525			82,432
1560 - DIF-Parks Dev Zone 2	60,343			48,671
1580 - DIF-Parks Dev Zone 3	19,501			40,366
1600 - DIF-Roadway Improvements	769,862			1,719,961
1620 - DIF-General Government	169,681			160,751
1720 - Fire Special Revenue		24,512		
1980 - Streets Constr. - 1999 Auth	1,008,894			441,567
2000 - Hurf Street Bonds	286,356			281,352
2040 - Public Safety Construction	1,708,891			1,745,161
2060 - Parks Construction	130,601			151,808
2100 - Economic Dev. Constr-1999 Auth	62,690			62,648
2130 - Cultural Facility Bond Fund	237,692			237,691
2140 - Open Space/Trails Constr-99 Au	586,583			587,036
2180 - Flood Control Construction	4,005,214			3,835,177
2280 - Cemetery Perpetual Care	5,626,041			5,638,226
2360 - Water and Sewer	5,000,000			5,000,000
2440 - Landfill	2,000,000			2,000,000
2480 - Sanitation	500,000			500,000
2540 - Risk Management Self Insurance	3,000,000			2,000,000
<b>Contingency Total</b>	<b>\$ 39,096,866</b>	<b>\$ 1,158,531</b>	<b>\$</b>	<b>\$ 40,851,390</b>
<b>Council Districts&amp;Of</b>				
1000 - General	\$ 1,043,312	\$ 8,004	\$ 1,042,853	\$ 1,122,899
<b>Council Districts&amp;Of Total</b>	<b>\$ 1,043,312</b>	<b>\$ 8,004</b>	<b>\$ 1,042,853</b>	<b>\$ 1,122,899</b>
<b>Financial Services</b>				
1000 - General	\$ 4,409,610	\$ 221,995	\$ 4,620,706	\$ 4,750,645
1282 - Arena Event Operations	17,000,000		1,844,296	9,500,000
1780 - Arena Special Revenue	1,117,000			
1790 - Stadium City Sales Tax - AZSTA	2,399,570		2,399,570	2,128,480
1842 - ARRA Stimulus Grants	57,225		4,450	15,000
1900 - G.O. Bond Debt Service	24,276,491		23,971,491	22,729,785
1920 - HURF Debt Service	4,708,869		4,708,869	4,695,875
1930 - PFC Debt Service	9,010,000	1,230,000	10,240,000	
1940 - M.P.C. Debt Service	16,488,582	4,090,000	20,578,582	29,496,137
1980 - Streets Constr. - 1999 Auth	6,066		6,066	
2000 - Hurf Street Bonds	1,030		1,030	
2040 - Public Safety Construction	2,000		2,000	2,000
2060 - Parks Construction	6,857		6,857	500
2080 - Gov't Facilities - 1999 Auth	3,734		3,734	
2100 - Economic Dev. Constr-1999 Auth	2,000		2,000	1,000
2180 - Flood Control Construction	5,213		5,213	5,000
2210 - Transportation Capital Project	13,568		13,568	
2360 - Water and Sewer	2,995,863	(215,498)	2,495,863	2,643,052
<b>Financial Services Total</b>	<b>\$ 82,503,678</b>	<b>\$ 5,326,497</b>	<b>\$ 70,904,295</b>	<b>\$ 75,967,474</b>

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
<b>Fire Services</b>				
1000 - General	\$ 25,660,765	\$ 1,346,232	\$ 26,693,331	\$ 27,794,499
1281 - Stadium Event Operations	389,828	(18,720)	389,828	389,803
1282 - Arena Event Operations	302,336	161	218,629	303,094
1283 - CamelbackRanch EventOperations	28,852	18,720	28,852	28,852
1420 - DIF-Fire Protection Facilities	11,480	4,234	7,100	8,614
1720 - Fire Special Revenue	6,559,036	50,969	6,452,530	6,913,425
1840 - Grants	3,500,000	(1,246,245)	500,000	500,000
2040 - Public Safety Construction	260,144	(1,395)	258,749	
2530 - Training Facility Revenue Fund	738,533	4,056	708,533	760,631
2538 - Glendale Health Center	54,000	5,000	54,000	54,010
<b>Fire Services Total</b>	<b>\$ 37,504,974</b>	<b>\$ 163,012</b>	<b>\$ 35,311,552</b>	<b>\$ 36,752,928</b>
<b>HR &amp; Risk Mgt</b>				
1000 - General	\$ 1,720,700	\$ 261,054	\$ 1,972,529	\$ 1,756,974
1190 - Employee Groups	20,000		20,000	20,000
2540 - Risk Management Self Insurance	3,024,506	(265,866)	2,500,000	2,758,640
2560 - Workers Comp. Self Insurance	1,407,000		1,407,000	1,407,000
2580 - Benefits Trust Fund	22,348,826		22,348,826	22,348,826
<b>HR &amp; Risk Mgt Total</b>	<b>\$ 28,521,032</b>	<b>\$ (4,812)</b>	<b>\$ 28,248,355</b>	<b>\$ 28,291,440</b>
<b>Intergovt. Programs</b>				
1000 - General	\$ 640,658	\$ (1,015)	\$ 638,158	\$ 476,818
<b>Intergovt. Programs Total</b>	<b>\$ 640,658</b>	<b>\$ (1,015)</b>	<b>\$ 638,158</b>	<b>\$ 476,818</b>
<b>Mayor's Office</b>				
1000 - General	\$ 362,188	\$ (73,269)	\$ 287,444	\$ 291,078
<b>Mayor's Office Total</b>	<b>\$ 362,188</b>	<b>\$ (73,269)</b>	<b>\$ 287,444</b>	<b>\$ 291,078</b>
<b>Misc. Grants &amp; Misc Capital Grants</b>				
1840 - Grants	\$ 6,960,603	\$ (5,896,928)	\$ 975,000	\$ 5,724,494
<b>Misc. Grants &amp; Misc Capital Grants Total</b>	<b>\$ 6,960,603</b>	<b>\$ (5,896,928)</b>	<b>\$ 975,000</b>	<b>\$ 5,724,494</b>
<b>N'Hood &amp; Human Svcs</b>				
1000 - General	\$ 2,176,893	\$ (90,457)	\$ 2,076,833	\$ 1,629,355
1300 - Home Grant	773,117		773,117	1,625,895
1310 - Neighborhood Stabilization Pgm	600,000	1,000,000	600,000	1,320,000
1311 - N'hood Stabilization Pgm III	1,684,188	(1,000,000)	1,684,188	1,601,026
1320 - C.D.B.G.	2,336,844	2,539	2,336,844	3,194,359
1820 - CAP Grant	1,287,197	2,528	1,100,500	1,119,138
1830 - Emergency Shelter Grants	174,160		139,328	208,992
1842 - ARRA Stimulus Grants	60,000	40,000	2,931	
2500 - Pub Housing Budget Activities	12,700,110	10,990	12,700,110	15,912,427
<b>N'Hood &amp; Human Svcs Total</b>	<b>\$ 21,792,509</b>	<b>\$ (34,400)</b>	<b>\$ 21,413,851</b>	<b>\$ 26,611,192</b>
<b>Non-Departmental</b>				

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2014**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2013	2013	2013	2014
1000 - General	\$ 644,720	\$ 6,556	\$ 1,984,881	\$ 783,465
1200 - Utility Bill Donation				200,000
<b>Non-Departmental Total</b>	<b>\$ 644,720</b>	<b>\$ 6,556</b>	<b>\$ 1,984,881</b>	<b>\$ 983,465</b>

**Parks, Rec & Library**

1000 - General	\$ 12,879,553	\$ 54,973	\$ 13,139,949	\$ 11,733,957
1220 - Arts Commission Fund	316,090	177	166,090	356,677
1260 - Library	155,000		155,000	148,905
1280 - Youth Sports Complex	262,000		262,000	262,000
1282 - Arena Event Operations	49,966		49,966	49,901
1340 - Highway User Gas Tax	2,012,694	32,373	2,012,694	2,632,413
1460 - DIF-Citywide Parks	2,216	1,264	1,590	1,890
1480 - DIF-Citywide Recreation Fac	2,216	1,266	1,592	1,890
1500 - DIF-Libraries	213,265	4,366	208,059	209,572
1520 - DIF-Citywide Open Spaces	261,689	1,264	1,590	261,363
1540 - DIF-Parks Dev Zone 1	41,848	1,266	1,592	122,712
1560 - DIF-Parks Dev Zone 2	140,883	(9,171)	2,793	134,519
1580 - DIF-Parks Dev Zone 3	38,911	1,266	1,592	44,585
1840 - Grants	550,000	(370,000)	135,000	450,000
1842 - ARRA Stimulus Grants	165,079		165,079	
1880 - Parks & Recreation Self Sust	1,231,083	7,062	1,091,083	1,156,806
1885 - Parks & Recreation Designated	177,038		34,702	129,368
2060 - Parks Construction	142,426	25,249	26,097	126,491
<b>Parks, Rec &amp; Library Total</b>	<b>\$ 18,641,957</b>	<b>\$ (248,645)</b>	<b>\$ 17,456,468</b>	<b>\$ 17,823,049</b>

**Police Services**

1000 - General	\$ 49,947,667	\$ 155,316	\$ 49,548,850	\$ 51,943,624
1281 - Stadium Event Operations	1,743,299	9,918	1,743,299	1,753,224
1282 - Arena Event Operations	839,752	218	588,632	812,392
1283 - CamelbackRanch EventOperations				28,482
1440 - DIF-Police Facilities	10,919	4,029	6,832	8,116
1700 - Police Special Revenue	14,240,490	133,768	13,740,490	15,627,787
1840 - Grants	3,695,789	775	2,395,789	3,192,778
1842 - ARRA Stimulus Grants	661,617		406,812	
1860 - RICO Funds	3,895,270	136	3,895,270	3,896,249
2040 - Public Safety Construction	458,889	82,462	301,644	322,542
2530 - Training Facility Revenue Fund	340,622	1,721	340,622	350,045
<b>Police Services Total</b>	<b>\$ 75,834,314</b>	<b>\$ 388,343</b>	<b>\$ 72,968,240</b>	<b>\$ 77,935,239</b>

**Public Works**

1000 - General	\$ 7,459,471	\$ 260,292	\$ 7,437,147	\$ 7,280,230
1040 - General Services	8,992,555	35,379	8,992,555	9,362,930
1120 - Vehicle Replacement	2,795,693		2,795,693	2,795,693
1280 - Youth Sports Complex	60,000		60,000	60,000
1283 - CamelbackRanch EventOperations	258,206	(20,937)	39,201	479,048
1340 - Highway User Gas Tax	1,043,221	42,193	1,043,221	4,197,556
1600 - DIF-Roadway Improvements	256,922	10,730	24,193	546,243
1620 - DIF-General Government	12,799	7,323	9,280	10,842
1842 - ARRA Stimulus Grants	36,604		32,451	

**City of Glendale  
Expenditures/Expenses by Department  
Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
1980 - Streets Constr. - 1999 Auth	1,817,575	(21,482)	26,140	1,769,953
2080 - Gov't Facilities - 1999 Auth	71,606	(3,369)	4,062	64,175
2180 - Flood Control Construction	2,609,797	138,317	1,202,697	1,706,342
2440 - Landfill	9,747,887	40,902	7,798,314	19,079,051
2480 - Sanitation	15,603,309	118,919	14,273,970	15,968,198
2530 - Training Facility Revenue Fund	417,031	2,829	417,031	415,244
<b>Public Works Total</b>	<b>\$ 51,182,676</b>	<b>\$ 611,096</b>	<b>\$ 44,155,955</b>	<b>\$ 63,735,505</b>
<b>Tech. &amp; Innovation</b>				
1000 - General	\$ 3,910,458	\$ (403,413)	\$ 3,495,158	\$ 3,845,142
1100 - Telephone Services	981,990	415	981,990	885,104
1140 - PC Replacement	3,166,124	428	3,166,124	2,707,898
<b>Tech. &amp; Innovation Total</b>	<b>\$ 8,058,572</b>	<b>\$ (402,570)</b>	<b>\$ 7,643,272</b>	<b>\$ 7,438,144</b>
<b>Transportation Svcs</b>				
1281 - Stadium Event Operations	\$ 725,676	\$	\$ 615,676	\$ 872,722
1282 - Arena Event Operations	15,000		15,000	14,981
1340 - Highway User Gas Tax	3,686,427	36,782	3,686,427	4,945,307
1650 - Transportation Grants	7,936,055	(88,513)	2,597,325	7,833,888
1660 - Transportation Sales Tax	11,822,518	41,862	11,822,518	12,380,915
1760 - Airport Special Revenue	600,451	2,311	600,451	674,219
1970 - Transportation Debt Service	7,331,281		7,331,281	7,331,080
1980 - Streets Constr. - 1999 Auth	448,427	(38,577)	74,743	420,573
2120 - Airport Capital Grants	16,039,242	(5,946,483)	294,047	12,654,269
2210 - Transportation Capital Project	34,902,857	200,014	6,094,684	37,810,188
<b>Transportation Svcs Total</b>	<b>\$ 83,507,934</b>	<b>\$ (5,792,604)</b>	<b>\$ 33,132,152</b>	<b>\$ 84,938,142</b>
<b>Water Services</b>				
2360 - Water and Sewer	\$ 101,008,842	\$ 393,909	\$ 73,172,003	\$ 87,984,860
1842 - ARRA Stimulus Grants	957,540	(40,000)	752,341	35,000
<b>Water Services Total</b>	<b>\$ 101,966,382</b>	<b>\$ 353,909</b>	<b>\$ 73,924,344</b>	<b>\$ 88,019,860</b>
<b>Carryover Reserve</b>				
1000 - General	\$	\$ 122,324	\$	\$
1283 - Camelback Ranch Event Operations		20,937		
1560 - DIF-Parks Dev Zone 2		7,456		
1600 - DIF-Roadway Improvements		1,893		
1650 - Transportation Grants		88,513		
1980 - Streets Constr. - 1999 Auth		60,059		
2080 - Gov't Facilities - 1999 Auth		3,369		
2120 - Airport Capital Grants		3,936,713		
2130 - Cultural Facility Bond Fund		375		
<b>Carryover Reserve Total</b>	<b>\$</b>	<b>\$ 4,241,639</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$ 579,000,000</b>	<b>\$</b>	<b>\$ 429,987,974</b>	<b>\$ 576,000,000</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**City of Glendale  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2014**

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
<b>GENERAL FUNDS</b>						
1000 - General	1,010.75	\$ 69,413,765	\$ 14,271,954	\$ 9,682,303	\$ 4,325,048	= \$ 97,693,070
1040 - General Services	31.00	1,619,294	186,879	288,582	123,907	2,218,662
1100 - Telephone Services	1.00	67,248	7,761	11,951	5,146	92,106
1140 - PC Replacement	1.00	44,070	5,086	8,313	3,372	60,841
1220 - Arts Commission Fund	1.00	60,584	6,992	5,394	4,636	77,606
1240 - Court Security/Bonds	3.00	165,552	32,316	29,606	12,667	240,141
1281 - Stadium Event Operations	2.00	82,029	9,467	17,203	6,276	114,975
1282 - Arena Event Operations	2.00	73,842	8,522	10,005	5,651	98,020
1740 - Civic Center	4.00	216,892	25,030	42,104	16,596	300,622
1750 - City Sales Tax-Bed Tax	2.50	140,971	16,269	22,180	10,788	190,208
2530 - Training Facility Revenue Fund	9.00	535,301	104,650	95,369	25,303	760,623
<b>Total General Funds</b>	<b>1,067.25</b>	<b>\$ 72,419,548</b>	<b>\$ 14,674,926</b>	<b>\$ 10,213,010</b>	<b>\$ 4,539,390</b>	<b>= \$ 101,846,874</b>
<b>SPECIAL REVENUE FUNDS</b>						
1320 - C.D.B.G.	8.75	\$ 495,812	\$ 57,222	\$ 81,187	\$ 37,937	= \$ 672,158
1340 - Highway User Gas Tax	39.00	1,948,373	224,859	352,778	149,084	2,675,094
1660 - Transportation Sales Tax	49.25	2,475,121	285,655	422,403	187,947	3,371,126
1700 - Police Special Revenue	111.00	6,776,659	1,637,927	992,530	518,342	9,925,458
1720 - Fire Special Revenue	48.00	3,239,192	721,033	482,362	82,235	4,524,822
1760 - Airport Special Revenue	6.00	306,179	35,337	38,499	23,429	403,444
1820 - CAP Grant	5.50	253,875	29,299	64,754	19,427	367,355
1840 - Grants	2.00	104,053	12,008	20,502	7,962	144,525
1860 - RICO Funds	0.50	21,250	2,453	4,157	1,627	29,487
1880 - Parks & Recreation Self Sust	5.00	195,670	22,582	34,968	14,975	268,195
<b>Total Special Revenue Funds</b>	<b>275.00</b>	<b>\$ 15,816,184</b>	<b>\$ 3,028,375</b>	<b>\$ 2,494,140</b>	<b>\$ 1,042,965</b>	<b>= \$ 22,381,664</b>
<b>DEBT SERVICE FUNDS</b>						
<b>Total Debt Service Funds</b>		\$	\$	\$	\$	= \$
<b>CAPITAL PROJECTS FUNDS</b>						
<b>Total Capital Projects Funds</b>		\$	\$	\$	\$	= \$
<b>PERMANENT FUNDS</b>						
<b>Total Permanent Funds</b>		\$	\$	\$	\$	= \$
<b>ENTERPRISE FUNDS</b>						

**City of Glendale  
Full-Time Employees and Personnel Compensation  
Fiscal Year 2014**

<b>FUND</b>	<b>Full-Time Equivalent (FTE) 2014</b>	<b>Employee Salaries and Hourly Costs 2014</b>	<b>Retirement Costs 2014</b>	<b>Healthcare Costs 2014</b>	<b>Other Benefit Costs 2014</b>	<b>Total Estimated Personnel Compensation 2014</b>
2360 - Water and Sewer	233.25	\$ 11,789,512	\$ 1,360,614	\$ 2,053,292	\$ 899,977	= \$ 16,103,395
2440 - Landfill	39.00	1,993,252	230,042	348,904	150,566	2,722,764
2480 - Sanitation	74.00	3,100,056	357,776	695,080	237,212	4,390,124
2500 - Pub Housing Budget Activities	24.00	1,175,050	135,611	223,779	89,910	1,624,350
<b>Total Enterprise Funds</b>	<b>370.25</b>	<b>\$ 18,057,870</b>	<b>\$ 2,084,043</b>	<b>\$ 3,321,055</b>	<b>\$ 1,377,665</b>	<b>= \$ 24,840,633</b>
<b>TOTAL ALL FUNDS</b>	<b>1,712.50</b>	<b>\$ 106,293,602</b>	<b>\$ 19,787,344</b>	<b>\$ 16,028,205</b>	<b>\$ 6,960,020</b>	<b>= \$ 149,069,171</b>



## Appendix

Annual Budget, 2013-2014



## 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%

### 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%

### 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

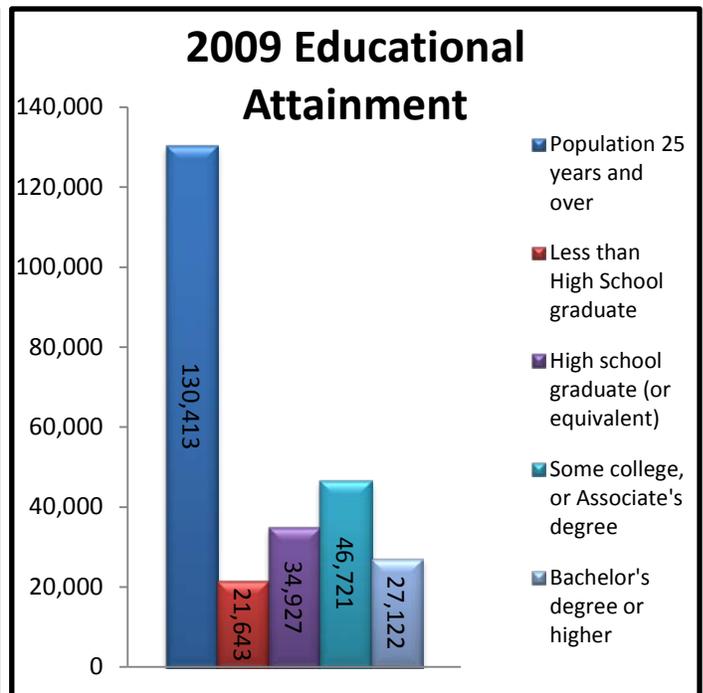
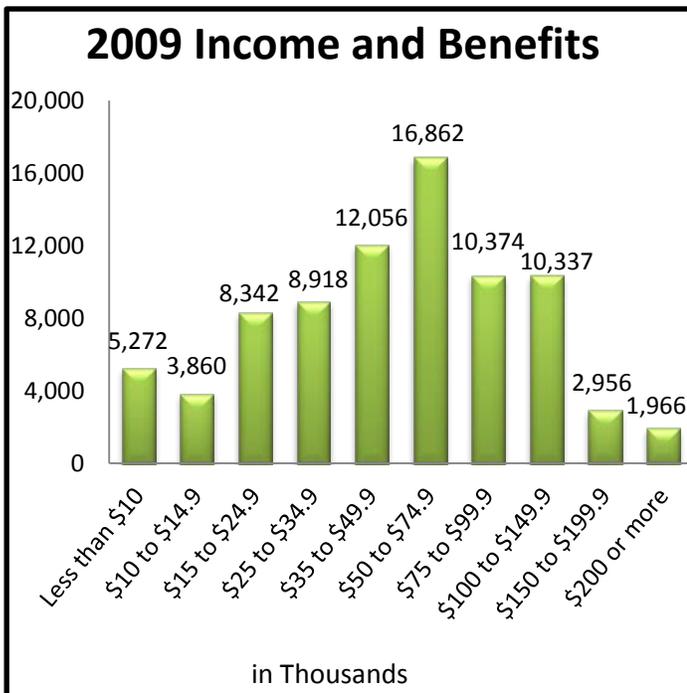
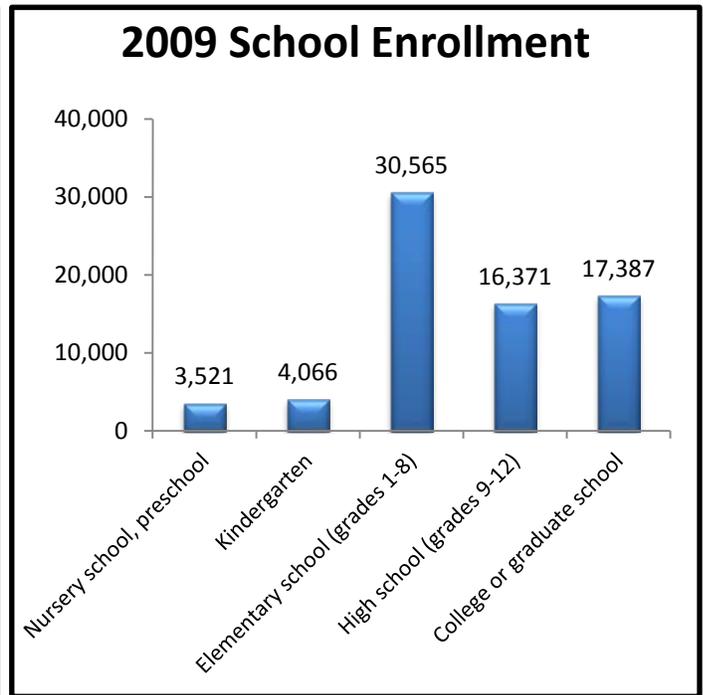
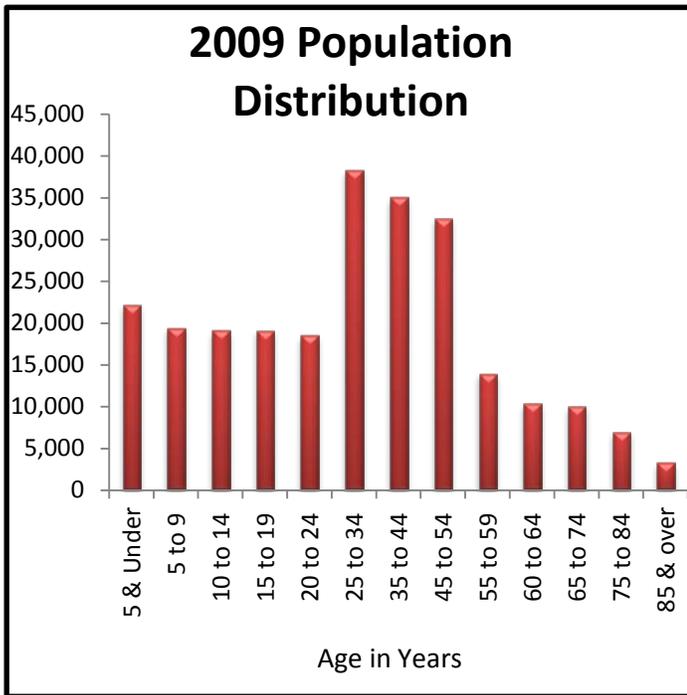
Mean household income: \$65,769

### 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**

This page displays the information from the previous page in graphical form.





## 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)	6,325
Banner Health System	2,866
Wal-Mart (FT & PT)	2,175
Glendale Union High School District	2,008
Glendale Community College (FT & PF)	1,825

**Annexed Area in Sq. Miles:**

<u>Year</u>	<u>Total</u>
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-2003	54
2004	56
2005	57
2006-2009	58
2010-2013	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)	229,008

\* All population numbers 1995 and after include the population of Luke AFB.

**City Authorized Staffing as of July 1, 2013:**  
Full-Time & Part-Time, Permanent 1,712.5

**Elections:**

Number of votes cast:

August 2012 Primary Elec. (8/12) (Mayoral + 3 Districts)	24,978
November 2012 General Elec. (11/12) (Mayoral + 3 District runoff elec.)	69,558

Percentage of registered voters voting in:

August 2012 Primary Elec. (8/12)	24.46%
November 2012 General Elec. (11/12)	71.35%

**Building Permits:**

<u>Fiscal Year</u>	<u>Number</u>	<u>Value of Buildings</u>
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	5,181	\$158,806,092
2011	5,594	\$115,544,634
2012	5,278	\$172,102,612

**Fire Protection (for CY 2012):**

Number of Stations	9
65% of the time Units arrived On-scene	4:00 min. or less
Number of Calls	
EMS	30,040
Fire	3,570
Miscellaneous	2,238
<u>Special Operations</u>	<u>619</u>
<b>Total Calls</b>	<b>36,467</b>
Fire FTE's (FY 2014)	267

**Police Protection (for CY 2012):**

Number of Stations	3
Calls Processed*	547,939
Vehicular Patrol Units**	116
Number of Reserves	4
*Includes incoming, outgoing and 911 calls	
**Marked by lights/sirens & uniformed patrol officers	
Police FTE's (FY 2014)	537.5

**City Court Offenses Processed (FY 2013):**

DUI	1,393
Serious Traffic	294
Other Criminal Traffic	2,250
Civil Traffic	22,891
<u>Non-Traffic Misdemeanor</u>	<u>6,872</u>
<b>Total Citations Issued</b>	<b>33,700</b>
<b>Protective Orders</b>	<b>2,973</b>

**APPENDIX**  
**Miscellaneous Statistics**



**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	147
Tennis Courts	38
Racquetball Courts	46
Basketball Courts	56
Volleyball Courts	47
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	703
Miles of Trails	41
Linear Feet of Multiuse Walkways	92,892

**Transportation Services (FY 2013):**

Number of:	
Streetlights	19,747
Signalized Intersections	192
High-Intensity Activated Crosswalks	2
Total Bus Stops	525
Bus Stops w/ Shelters	170
Bus Stops w/ Benches Only	51
Total Glendale Transit Ridership	2,668,232
Dial-a-Ride Total/ADA	85,798/22,046
Glendale Urban Shuttle (GUS)	120,885
Taxi Program	7,507
Fixed Route	2,454,042
Avg. Monthly Aircraft Based at Airport	280

**Transportation (FY 2013):**

Miles of Streets Maintained	
Arterial	103
Residential	64
Collector Major	80.5
Collector Minor	70.5
Alleys	20

**Water Utilities (for FY 2012):**

Number of Active Customers*	61,414
Miles of System (lines)	997
Annual Consumption	12.9 B Gal
Avg. gallons/user/month	17.45 K Gal
Avg. gallons/user/year	209.4 K Gal
Available Storage Capacity	57 M Gal
Avg. Treatment Plant Capacities	
Cholla	30.0 MGD
Pyramid Peak	48.0 MGD
Oasis	22.5 MGD
Avg. Daily Water Produced	51.0 M Gal

**Wastewater Utilities (for FY 2012):**

Number of Active Customers	57,179
Miles of Collection Lines	707
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
SROG	13.2 MGD
Annual Wastewater Treated	16.4 M Gal

**Sanitation (FY 2013):**

Number of Customers	52,500
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**Landfill & MRF (FY 2013):**

Number of Customer Transactions	148,473
Tonnage Processed	
Residential	183,315
Commercial	91,564
Recycle	9,930
<b>Total</b>	<b>284,809</b>

Sources: Various City of Glendale Department  
Records  
U.S. Census

## ACRONYMS

<b>A</b>	
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>B</b>	
BofA	Bank of America
<b>C</b>	
CAFR	Comprehensive Annual Financial Report
CAP	Community Action Program
CD	Community Development
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CPI-U	Consumer Price Index for Urban Users
CVB	Convention & Visitors Bureau
CY	Calendar Year
<b>D</b>	
DIF	Development Impact Fees
DMP	Debt Management Plan
<b>E</b>	
EMS	Emergency Medical Services
EOC	Emergency Operations Center
<b>F</b>	
FAA	Federal Aviation Administration
FAQ	Frequently Asked Questions
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
<b>G</b>	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
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
GUS	Glendale Urban Shuttle

<b>H</b>	
HALO	Helicopter Air-medical and Logistical Operations
HR	Human Resources
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
<b>I</b>	
IGA	Intergovernmental Agreement
IT	Information Technology
<b>J</b>	
JAG	Juvenile Alternatives of Glendale
JARC	Job Access and Reverse Commute
<b>L</b>	
LID	Local Improvement Districts
LTAf	Local Transportation Assistance Fund
<b>M</b>	
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
MRF	Material Recovery Facility
<b>N</b>	
NHL	National Hockey League
<b>O</b>	
O and M	Operational and Maintenance
<b>P</b>	
PAYGO	Pay-As-You-Go Capital
PC	Personal Computer
PFC	Public Facilities Corporation
<b>R</b>	
RICO	Racketeer Influenced and Corrupt Organizations
ROW	Right-of-Way
<b>S</b>	
SROG	Sub-Regional Operating Group
SRP	Salt River Project
<b>V</b>	
VOCA	Victims of Crime Act
<b>W</b>	
WAWRF	Western Area Water Reclamation Facility
WIFA	Water Infrastructure Finance Authority
WTP	Water Treatment Plant

## 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 “2014 Annual Budget” or “Fiscal Year 2013-14 (FY 2014)” refers to the period that begins July 1, 2013 and concludes on June 30, 2014.

**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 2014 budget will be formally adopted by the City Council at a public meeting in June 2013, though city staff has been preparing the budget for months in advance.

**How do I get involved or learn about the budget before it’s adopted?** At any time of the year citizens can view the city’s budget online, in city libraries or at City Hall. Residents can discuss it with neighbors, city staff or Council Members. In addition, the City Council has several special Budget Workshops every March and/or April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale’s libraries.

**What is meant by “budget appropriation?”** Budget appropriation refers to authorizations made by the City Council that permit the city to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Glendale. The city cannot spend money unless it is appropriated, and this ensures the public’s money is spent according to the public’s needs as expressed by the democratically elected City Council.

**What are municipal bonds?** A municipality, such as the City of Glendale, will sell (issue) bonds primarily to finance capital projects. This is similar to a family taking out a mortgage in order to finance a house. Just like a family, the city has basic necessities (infrastructure) like roads and office buildings, but usually does not have cash available for such major purchases. Municipal bonds are like loans that help make large, important purchases affordable. Bonds also effectively spread out the costs of major projects across their useful life, so all those citizens who utilize them can help pay for them.

**What is the difference between the capital budget and the operating budget?** The capital budget, or Capital Improvement Plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water/sewer lines. The operating budget covers the costs of the city’s day-to-day operations, such as employee salaries, supplies and contracts.

**What is carryover?** Carryover refers to year-end savings that can be carried forward into the next fiscal year to cover any one-time expenses such as supplies, equipment or special contracts

that were budgeted for but not purchased (or paid for) in the previous fiscal year. For example, if a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the “savings” from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

**What is a debt ratio?** The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

**What is debt service?** A family’s debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city’s budget.

**What is an encumbrance?** An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

**What is an expenditure?** Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

**What is an expenditure limitation or permanent base adjustment?** Arizona municipalities can only spend funds up to a level specified by the State or local voters via Home Rule (see Glendale’s City Charter at <http://www.municode.com/resources/gateway.asp?pid=13944&sid=3>). This is meant to ensure local government budgets are balanced. Glendale’s voters approved Home Rule that required voters to approve a four-year expenditure limit based on actual revenues the city has received. However, in the spring of 2000, Glendale voters approved a permanent base adjustment, eliminating the need for further expenditure limitation elections.

**What is a full-time equivalent position (FTE)?** An FTE (1.0 FTE) refers to one or more employees working 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE. Two part-time employees each working 20 hours per week would be considered 1.0 FTE.

**What is the definition of a budget fund?** Glendale currently has 100 budget funds to help keep track of and focus resources. These include the General Fund, Transportation Fund, Sanitation Fund and Water/Sewer Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children’s college fund, a retirement fund, vacation fund and household expenses fund (such as an IRA, savings and checking account). A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Glendale uses separate funds in order to correctly and legally track revenues and expenditures associated with that particular fund to aid with various financial reporting requirements.

**What is a fund balance?** Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the city budgets (plans to spend) \$15.0 million on roads next year, but only spends \$14.0 million, the leftover \$1.0 million would essentially become fund balance.

**What does the word "group" in Glendale's budget mean?** Every department belongs to an administrative group led by an Executive Director, Department Director, City Manager or Assistant City Manager. These groups include Appointed & Elected Officials, Budget & Financial Services, City Manager, Communications, Compliance & Asset Management, Development Services, Economic Development, Human Resources & Risk Management, Intergovernmental Programs, Parks, Recreation & Library Services, Neighborhood & Human Services, Public Safety, Public Works, Technology & Innovation, Transportation Services and Water Services.

**What are infrastructure and capital improvements?** Infrastructure and capital improvements refer to facilities that need to be in place in order to support the basic needs of residents and businesses in the community. Examples include roads, water lines, sewers, public buildings, parks and airports.

**What are strategic priorities and benchmarks? Why does Glendale use them?**

Strategic Priorities, developed by the City Council, are statements of community values that direct the city's operations and help demonstrate progress towards a shared vision. City staff uses these priorities to assist in program development, creating annual budget requests and building department business plans.

Benchmarks are established for each activity listed in business plans and represent a desired level of performance that demonstrates the efficient use of city resources to do the most good. City staff measures actual performance throughout the year, makes comparisons to established benchmarks, determines the causes for deviation and evaluates alternative courses of action.

**What exactly is a "program" in the city budget?** A program is a group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility. For example, one program in the Field Operations Department is Street Cleaning. Based on staff's assessment of costs and needs, the desires of citizens and the priorities of the City Council, the Field Operations Department is budgeted a set amount of money to accomplish street cleaning.

**What is "assessed valuation" and how does it relate to my taxes and the city's budget?** Each year the Maricopa County Assessor's Office determines the value of all property within the county, including city buildings and individual homes. These assessment values are then used as a basis for levying property taxes. The City of Glendale charges \$2.2889 in property tax per \$100 of assessed valuation (\$0.4974 primary rate and \$1.7915 secondary rate).

**How much does the city receive from my property tax bill and how is it used?** Primary Property tax revenue represents 3.2% of the city's General Fund revenue, which is estimated at \$5.2 million in this year's budget. Secondary Property Tax, used to pay off General Obligation

bonds, will generate approximately \$18.8 million in FY 2014. 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 2014 primary property tax rate of \$0.4974 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 2014 secondary tax rate of \$1.7915 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 32.1% of Glendale's General Fund (Fund 1000).

State-shared revenue enables local governments to continue providing basic services, such as police and fire protection, without burdening the residents with additional local taxes. Since cities and towns are not equally wealthy, state shared revenue is of great assistance, especially to cities with lesser wealth or greater service needs. Because state-shared revenue distribution is a specified percentage of state revenue collections, as state revenue declines, city revenue declines. Consequently, in difficult economic times, cities 'feel the pinch' just as the State does.

**What is a budget transfer?** A budget transfer moves budget appropriation between 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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