City of Glendale
Council Meeting Agenda

June 12, 2012 – 7:00 p.m.

City Council meetings are telecast live at 7:00 p.m. on the second and fourth Tuesday of the month. Repeat broadcasts are telecast the second and fourth week of the month – Wednesday at 2:30 p.m., Thursday at 8:00 a.m., Friday at 8:00 a.m., Saturday at 2:00 p.m., Sunday at 9:00 a.m. and Monday at 1:30 p.m. on Glendale Channel 11.

Welcome!

We are glad you have chosen to attend this City Council meeting. We welcome your interest and encourage you to attend again.

Form of Government

The City of Glendale has a Council-Manager form of government. Legislative policy is set by the elected Council and administered by the Council-appointed City Manager.

The City Council consists of a Mayor and six Councilmembers. The Mayor is elected every four years by voters city-wide. Councilmembers hold four-year terms with three seats decided every two years. Each of the six Councilmembers represent one of six electoral districts and are elected by the voters of their respective districts (see map on back).

Council Meeting Schedule

The Mayor and City Council hold Council meetings to take official action two times each month. These meetings are held on the second and fourth Tuesday of the month at 7:00 p.m. Regular meetings are held in the Council Chambers, Glendale Municipal Office Complex, 5850 W. Glendale Avenue.

Agendas may be obtained after 4:00 p.m. on the Friday before a Council meeting, at the City Clerk's Office in the Municipal Complex. The agenda and supporting documents are posted to the city's Internet web site, ***www.glendaleaz.com***

Questions or Comments

If you have any questions about the agenda, please call the City Manager's Office at (623) 930-2870. If you have a concern you would like to discuss with your District Councilmember, please call (623) 930-2249, Monday - Friday, 8:00 a.m. – 5:00 p.m.

Public Rules of Conduct

The presiding officer shall keep control of the meeting and require the speakers and audience to refrain from abusive or profane remarks, disruptive outbursts, applause, protests, or other conduct which disrupts or interferes with the orderly conduct of the business of the meeting. Personal attacks on Councilmembers, city staff, or members of the public are not allowed. It is inappropriate to utilize the public hearing or other agenda item for purposes of making political speeches, including threats of political action. Engaging in such conduct, and failing to cease such conduct upon request of the presiding officer will be grounds for ending a speaker's time at the podium or for removal of any disruptive person from the meeting room, at the direction of the presiding officer.

How to Participate

The Glendale City Council values citizen comments and input. If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a blue Citizen Comments Card located at the back of the Council Chambers and give it to the City Clerk before the meeting starts. The Mayor will call your name when the Citizen Comments portion of the agenda is reached. Because these matters are not listed on the posted agenda, the City Council may not act on the information during the meeting but may refer the matter to the City Manager for follow-up.

Public Hearings are also held on certain agenda items such as zoning cases, liquor license applications and use permits. If you wish to speak or provide written comments about a public hearing item on tonight's agenda, please fill out a gold Public Hearing Speakers Card located at the back of the Council Chambers and give it to the City Clerk before the meeting starts. The Mayor will call your name when the public hearing on the item has been opened.

When speaking at the Podium, please state your name and the city in which you reside. If you reside in the City of Glendale, please state the Council District you live in and present your comments in five minutes or less.

**** For special accommodations or interpreter assistance, please contact the City Manager's Office at (623) 930- 2870 at least one business day prior to this meeting. TDD (623) 930-2197.**

**** Para acomodacion especial o traductor de español, por favor llame a la oficina del adminsitrador del ayuntamiento de Glendale, al (623) 930-2870 un día hábil antes de la fecha de la junta.**

Councilmembers

Norma S. Alvarez - Ocotillo District
H. Philip Lieberman - Cactus District
Manuel D. Martinez - Cholla District
Joyce V. Clark - Yucca District
Yvonne J. Knaack – Barrel District

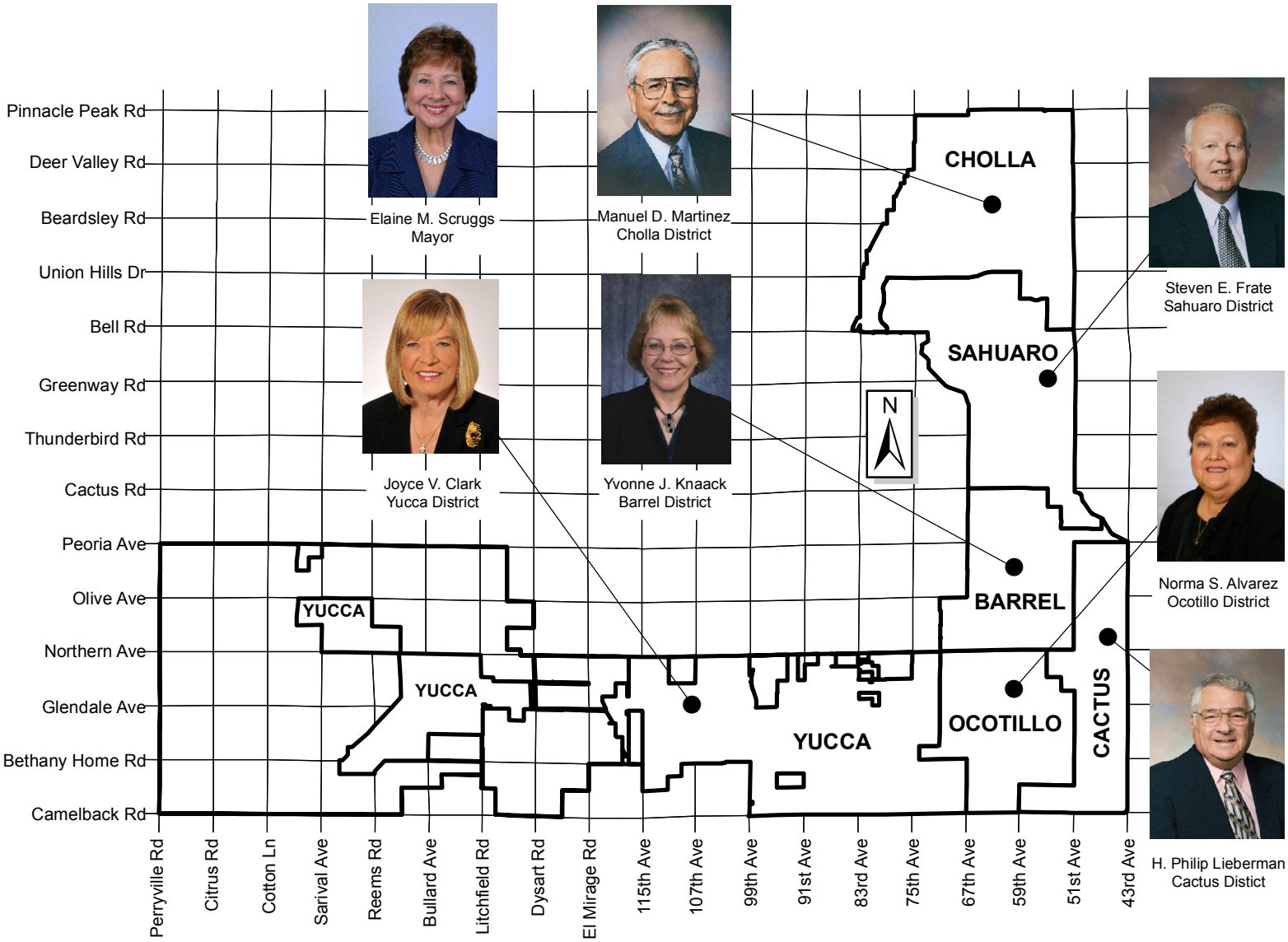
GLENDALE

MAYOR ELAINE M. SCRUGGS
Vice Mayor Steven E. Frate - Sahuaro District

Appointed City Staff

Vacant – City Manager
Craig Tindall – City Attorney
Pamela Hanna – City Clerk
Elizabeth Finn – City Judge

Council District Boundaries



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GLENDALE CITY COUNCIL MEETING
Council Chambers
5850 West Glendale Avenue
June 12, 2012
7:00 p.m.

One or more members of the City Council may be unable to attend the Council Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

CALL TO ORDER

PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE

APPROVAL OF THE MINUTES OF MAY 22, 2012

PROCLAMATIONS AND AWARDS

AWARD FOR PARTICIPATION IN THE RAPID ANTI-CONVULSIVE MEDICINE PRIOR TO ARRIVAL TRIAL
PRESENTED BY: Mark Burdick, Fire Chief
ACCEPTED BY: Mayor and Council

NEW BUSINESS

1. COUNCIL SELECTION OF VICE MAYOR
PRESENTED BY: Mayor and Council

2. COUNCIL APPOINTMENT OF ACTING CITY MANAGER
PRESENTED BY: Mayor and Council

CONSENT AGENDA

Items on the consent agenda are of a routine nature or have been previously studied by the City Council at a work session. They are intended to be acted upon in one motion. If you would like to comment on an item on the consent agenda, please come to the podium and state your name, address and item you wish to discuss.

3. LIQUOR LICENSE NO. 5-5344, DIRTY PELICAN GRILL
PRESENTED BY: Susan Matousek, Revenue Administrator

4. LIQUOR LICENSE NO. 5-6211, PLANET ZONG SMOKE SHOP
PRESENTED BY: Susan Matousek, Revenue Administrator

5. AUTHORIZATION TO PURCHASE A BOMB SQUAD EMERGENCY RESPONSE VEHICLE
PRESENTED BY: Greg Dominquez, Assistant Police Chief

6. AWARD OF BID FOR ARROWHEAD RANCH WATER RECLAMATION FACILITY AERATION BLOWER IMPROVEMENTS PROJECT
PRESENTED BY: Craig Johnson, P.E., Executive Director, Water Services

7. AWARD OF BID FOR WEST AREA WATER RECLAMATION FACILITY UV VENTILATION IMPROVEMENT PROJECT
PRESENTED BY: Craig Johnson, P.E., Executive Director, Water Services

8. FISCAL YEAR 2012-13 PERFORMING ARTS PARTNERSHIP PROGRAM
PRESENTED BY: Erik Strunk, Executive Director, Parks, Recreation & Library Services

CONSENT RESOLUTIONS

9. INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL
PRESENTED BY: Erik Strunk, Executive Director, Parks, Recreation & Library Services
RESOLUTION: 4579

10. INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF SURPRISE FOR HELICOPTER AIR-MEDICAL LOGISTICS OPERATIONS
PRESENTED BY: Mark Burdick, Fire Chief
RESOLUTION: 4580

11. INTERGOVERNMENTAL AGREEMENT WITH THE ARIZONA DEPARTMENT OF TRANSPORTATION FOR DOWNTOWN ALLEYWAY IMPROVEMENTS
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services
RESOLUTION: 4581

12. INTERGOVERNMENTAL AGREEMENT WITH MARICOPA COUNTY DEPARTMENT OF TRANSPORTATION FOR EMERGENCY TRAFFIC MANAGEMENT MUTUAL AID
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services
RESOLUTION: 4582

13. GLENDALE CIVIC CENTER RENTAL INCREASE
PRESENTED BY: Julie Watters, Deputy Communications Director
RESOLUTION: 4583

14. FISCAL YEAR 2012-13 COUNCIL STRATEGIC GOALS AND KEY OBJECTIVES
PRESENTED BY: Richard Bowers, R. A. Bowers & Associates
RESOLUTION: 4584

BIDS AND CONTRACTS

15. AWARD OF BID FOR WESTGATE TEMPORARY PARKING LOTS
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services

16. ACCESS AGREEMENT WITH OUTLETS AT WESTGATE, LLC (TANGER OUTLETS WESTGATE)
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services

17. GLENDALE WESTGATE LODGING INVESTORS II, LLC GROUND LEASE AGREEMENT
PRESENTED BY: Brian Friedman, Economic Development Director

PUBLIC HEARING - ORDINANCES

18. ZONING TEXT AMENDMENT – ZTA11-01 (ORDINANCE) (PUBLIC HEARING REQUIRED)
PRESENTED BY: Jon M. Froke, AICP, Planning Director
ORDINANCE: 2805

19. INCREASE TRANSIENT LODGING PRIVILEGE TAX (ORDINANCE) (PUBLIC HEARING REQUIRED)
PRESENTED BY: Diane Goke, Chief Financial Officer
ORDINANCE: 2806

20. INCREASE OF PRIVILEGE TAX RATE (ORDINANCE) (PUBLIC HEARING REQUIRED)
PRESENTED BY: Diane Goke, Chief Financial Officer
ORDINANCE: 2807

PUBLIC HEARING

21. FISCAL YEAR 2012-13 PROPERTY TAX LEVY (PUBLIC HEARING REQUIRED)
PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services

PUBLIC HEARING – RESOLUTIONS

22. FISCAL YEAR 2012-13 FINAL BUDGET ADOPTION (RESOLUTION) (PUBLIC HEARING REQUIRED
PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services
RESOLUTION: 4585

SPECIAL BUDGET MEETING (TO ADOPT FISCAL YEAR 2012-13 FINAL BUDGET)

ADJOURN SPECIAL BUDGET MEETING AND RECONVENE REGULAR COUNCIL MEETING

RESOLUTIONS

23. 2012 COMMUNITY HOUSING AGENCY PLAN
PRESENTED BY: Jim Colson, Deputy City Manager
RESOLUTION: 4586

REQUEST FOR FUTURE WORKSHOP AND EXECUTIVE SESSION

CITIZEN COMMENTS

If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a Citizen Comments Card located in the back of the Council Chambers and give it to the City Clerk before the meeting starts. The City Council can only act on matters that are on the printed agenda, but may refer the matter to the City Manager for follow up. Once your name is called by the Mayor, proceed to the podium, state your name and address for the record and limit your comments to a period of five minutes or less.

COUNCIL COMMENTS AND SUGGESTIONS

ADJOURNMENT

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

(i) discussion or consideration of personnel matters (A.R.S. §38-431.03 (A)(1));
(ii) discussion or consideration of records exempt by law from public inspection (A.R.S. §38-431.03 (A)(2));
(iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03 (A)(3));
(iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. §38-431.03 (A)(4));
(v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03 (A)(5)); or
(vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03 (A)(7)).

CALL TO ORDER

PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE

APPROVAL OF THE MINUTES OF MAY 22, 2012

PROCLAMATIONS AND AWARDS

AWARD FOR PARTICIPATION IN THE RAPID ANTI-CONVULSIVE MEDICINE PRIOR TO ARRIVAL TRIAL

Purpose: This is a request for City Council to receive an award from the University of Arizona for the Glendale Fire Department's participation in the Rapid Anti-Convulsive Medicine Prior to Arrival Trial (RAMPART). Kurt Denninghoff, MD, Distinguished Chair of Emergency Medicine and Associate Director of the Arizona Emergency Medicine Research Center at the University of Arizona, will be in attendance to present the award.

Background: Statistics show that prolonged seizures kill 55,000 Americans annually. The Glendale Fire Department (GFD), along with the University of Arizona, participated in a three year national study of a new medication to treat seizure patients which concluded in November 2011. GFD was the only participating Arizona Fire Department, and in comparison to other national RAMPART participants, GFD had the most results and the best documentation presented, according to the University of Arizona. The success of the study was in large part due to the citizens' willingness to participate. GFD was able to provide valuable data for the study and scored the highest rating in quality standards for administering the study.

The continued benefit from the RAMPART is a faster, more appropriate protocol and medication for treating seizure patients. This trial has changed how Emergency Medical Service provides treatment for seizure patients nationwide. This opportunity has also allowed GFD to become involved in future studies.

Previous Council/Staff Actions: On December 23, 2008, Council approved an intergovernmental agreement with the University of Arizona to participate in the National Institute of Health RAMPART study.

Recommendation: Accept the award for participation in the Rapid Anti-Convulsive Medicine Prior to Arrival Trial.

NEW BUSINESS

1. COUNCIL SELECTION OF VICE MAYOR

Purpose: In accordance with the Charter and pursuant to City Council Guidelines, Council will designate among its members a vice mayor.

Background: The Glendale City Charter provides for the composition of the Council. The Charter states:

> Art. II, Sec. 7. Vice Mayor.
> The council shall designate one (1) of its members as vice mayor, who shall serve in such capacity at the pleasure of the council. The vice mayor shall perform the duties of the mayor during the mayor's absence or disability.

Council adopted the City Council Guidelines at the May 26, 2009 Council meeting. As stated in the City Council Guidelines, at the first workshop of June each year the Council will consider the appointment of a vice mayor for the following fiscal year. Nominations were indicated by Councilmembers at the June 5, 2012 workshop.

Action: The Mayor will accept a motion or motions, call for a second, and conduct a vote of the Council that shall, by virtue of assent of a majority, designate one of its members as vice mayor.

2. COUNCIL APPOINTMENT OF ACTING CITY MANAGER

Purpose: This is a request for the City Council to appoint an acting city manager.

Background: The Glendale City Charter provides for the appointment of an acting city manager. The Charter states:

> Art. III, Sec. 5. Assistant City Manager
> . . . In the event the city manager resigns or is removed for any reason, the council shall appoint an acting city manager at the first regular meeting following such vacancy.

Action: The Mayor will accept a motion or motions, call for a second, and conduct a vote of the Council that shall, by virtue of assent of a majority, appoint an acting city manager.

CONSENT AGENDA

> **Items on the consent agenda are of a routine nature or have been previously studied by the City Council at a work session. They are intended to be acted upon in one motion. If you would like to comment on an item on the consent agenda, please come to the podium and state your name, address and item you wish to discuss.**

3. LIQUOR LICENSE NO. 5-5344, DIRTY PELICAN GRILL

Purpose: This is a request for City Council to approve a person-to-person, location-to-location transferable series 6 (Bar - All Liquor) license for Dirty Pelican Grill located at 6718 West Deer Valley Road, Suite 101-104. The Arizona Department of Liquor Licenses and Control application (No. 06070569) was submitted by Theresa June Morse.

Background: The location of the establishment is 6718 West Deer Valley Road, Suite 101-104 in the Cholla District. The property is zoned PAD (Planned Area Development). The population density within a one-mile radius is 19,929. Dirty Pelican Grill is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area. The current number of liquor licenses within a one-mile radius is as listed below.

Series	Type	Quantity
07	Bar - Beer and Wine	3
09	Liquor Store - All Liquor	1
10	Liquor Store - Beer and Wine	3
12	Restaurant	2
	Total	**9**

The City of Glendale Planning, Police, and Fire Departments have reviewed the application and determined that it meets all technical requirements.

Previous Council/Staff Actions: At the August 23, 2011 meeting, Council forwarded a recommendation of denial of a liquor license at this location by a different applicant (Paul Daniel Wicher). The denial was based on the findings of false and misleading information on the application, questions of ownership, the applicant's capability, qualification, and reliability, and restaurant requirements.

Public Input: No public protests were received during the 20-day posting period.

Recommendation: Based on information provided under the background, it is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

4. LIQUOR LICENSE NO. 5-6211, PLANET ZONG SMOKE SHOP

Purpose: This is a request for City Council to approve a new, non-transferable series 10 (Liquor Store - Beer and Wine) license for Planet Zong Smoke Shop located at 4726 West Olive Avenue, Suite 4. The Arizona Department of Liquor Licenses and Control application (No. 10076268) was submitted by Fawaz Mohammad Hasan Kanaan.

Background: The location of the establishment is 4726 West Olive Avenue in the Cactus District. The property is zoned C-2 (General Commercial). The population density within a one-mile radius is 21,926. Planet Zong Smoke Shop is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area. The current number of liquor licenses within a one-mile radius is as listed below.

Series	Type	Quantity
06	Bar - All Liquor	7
07	Bar - Beer and Wine	2
09	Liquor Store - All Liquor	5
10	Liquor Store - Beer and Wine	4
12	Restaurant	5
14	Private Club	1
	Total	**24**

The City of Glendale Planning, Police, and Fire Departments have reviewed the application and determined that it meets all technical requirements.

Public Input: No public protests were received during the 20-day posting period.

Recommendation: Based on information provided under the background, it is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

5. AUTHORIZATION TO PURCHASE A BOMB SQUAD EMERGENCY RESPONSE VEHICLE

Purpose: This is a request for City Council to approve the purchase from LDV, Inc. of a Bomb Squad Emergency Response Vehicle for the Glendale Police Department in an amount not to exceed $165,000.

Background: The current Bomb Squad Emergency Response Vehicle is due for replacement. Over the years, the Police Department has acquired specialty equipment that the current vehicle cannot support. The new vehicle will be state-of-the-art and is designed specifically to house, run, and work the specialty equipment that the bomb squad utilizes. The Police Department will use a combination of grant funding and vehicle replacement funding to purchase a Bomb Squad Emergency Response Vehicle, which will enable them to maintain a high level of preparedness.

The vehicle will be purchased through the 1122 Program. The 1122 Program is a state and local law enforcement procurement program that was instituted to allow agencies to obtain quality law enforcement equipment at a discounted rate. The 1122 Program, through the administration of General Services Administration contracts, permits law enforcement agencies to take advantage of the purchasing power of the federal government to receive discounts commensurate with large volume purchases.

Previous Council/Staff Actions: On May 22, 2012, Council approved the acceptance of 2010 Arizona Department of Homeland Security grant funding in the amount of $115,000.

On April 28, 2009, Council approved an intergovernmental agreement with the State of Arizona for the Counter-Drug (1122) Procurement Program.

Budget Impacts & Costs: The funding is available through the 2010 Arizona Department of Homeland Security grant and the Vehicle Replacement Fund. The existing vehicle that currently carries this specialized equipment will be sold at auction once the new vehicle is purchased. The ongoing operating and maintenance costs for the existing vehicle will be shifted to maintain this new vehicle.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
X		X	X		$165,000

Account Name, Fund, Account and Line Item Number:
2010 Department of Homeland Security Grant, Account No. 1840-33182-551400, $115,000
Vehicle Replacement fund, Account No. 1120-13610-551400, $50,000

Recommendation: Approve the purchase from LDV, Inc. of a Bomb Squad Emergency Response Vehicle for the Glendale Police Department in an amount not to exceed $165,000.

6. AWARD OF BID FOR ARROWHEAD RANCH WATER RECLAMATION FACILITY AERATION BLOWER IMPROVEMENTS PROJECT

Purpose: This is a request for City Council to award a bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $408,541 for aeration blower system improvements at the Arrowhead Ranch Water Reclamation Facility (ARWRF).

Background: The ARWRF aeration blowers were installed in 1999. Aeration blowers are used to provide air for the wastewater treatment process. Improvements to the master control panel, three local control panels, and integration with the existing Supervisory Control and Data Acquisition (SCADA) system will provide better control of the blowers and aeration process at this facility. The SCADA system ensures system integrity and security to aid staff in the production and delivery of high-quality water services.

On April 26, 2012, three bids were received for this project. Hunter Contracting Co. submitted the lowest responsive and qualified bid.

Previous Council/Staff Actions: On April 13, 2010, Council authorized the City Manager to enter into a professional services agreement with Brown and Caldwell Inc. to provide design and construction administration services for blower system upgrades at the ARWRF in the amount of $148,587. On August 1, 2011, staff entered into Amendment No. 1 to the agreement for additional design services and bidding assistance to the scope of work for the replacement of the blower system in an additional amount of $43,598.

Community Benefit: This project will benefit the community by enhancing the reclamation process to continue providing high-quality effluent at the ARWRF.

Budget Impacts & Costs: Funds are available in the FY 2011-12 capital improvement plan. There are no additional operating costs associated with these projects once completed.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$408,541

Account Name, Fund, Account and Line Item Number:
Arrwhd Wtr Reclam Fac Imps, Account No. 2360-60007-550800, $408,541

Recommendation: Award the bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $408,541 for aeration blower system improvements at the Arrowhead Ranch Water Reclamation Facility.

7. AWARD OF BID FOR WEST AREA WATER RECLAMATION FACILITY UV VENTILATION IMPROVEMENT PROJECT

Purpose: This is a request for City Council to award a bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $160,120 for ultraviolet disinfection facility ventilation improvements at the West Area Water Reclamation Facility (WAWRF).

Background: The WAWRF ultraviolet disinfection facility was constructed in 2001. This improvement project will add fiberglass ductwork to the existing ventilation system, and will extend the life of the ultraviolet disinfection facility system equipment.

On April 26, 2012, two bids were received for this project. Hunter Contracting Co. submitted the lowest responsive and qualified bid.

Previous Council/Staff Actions: On March 13, 2012, staff entered into a Professional Services Agreement with Arcadis, U.S. Inc. for miscellaneous improvements at the WAWRF in an amount not to exceed $49,748. The professional services agreement included design services for ventilation improvements at the WAWRF, conceptual analysis and recommendations for pump station improvements, and development of specifications and inspection services for repainting of exterior metal surfaces. The amount of $18,814.66 from the total contract price covered the costs for the ventilation improvements.

Arcadis, U.S. Inc. was selected from the Engineering Department's Consultant On-Call list which, was developed from the Request for Qualifications submittals that were evaluated in late 2010 and became active in January 2011.

Community Benefit: This project will benefit the community by improving the city's wastewater treatment processes to continue providing high-quality effluent at the West Area Water Reclamation Facility.

Budget Impacts & Costs: Funds are available in the FY 2011-12 capital improvement plan. There are no additional operating costs associated with these projects once completed.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$160,120

Account Name, Fund, Account and Line Item Number:
WAWRF Phase IV, Account No. 2360-60008-550800, $160,120

Recommendation: Award the bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $160,120 for ultraviolet disinfection facility ventilation improvements at the West Area Water Reclamation Facility.

8. FISCAL YEAR 2012-13 PERFORMING ARTS PARTNERSHIP PROGRAM

Purpose: This is a request for City Council to approve the expenditures from the Municipal Arts Fund for the various agencies that have been selected by the Glendale Arts Commission to participate in the Fiscal Year (FY) 2012-13 Performing Arts Partnership Program.

Background: In 1996, Council approved the Performing Arts Partnership Program. Under this program, one percent of construction projects in the capital improvement plan are deposited in the municipal art fund to be used to administer the city's public art and performing arts program. Expenditures from the Municipal Arts Fund for the Annual Performing Arts Partnership Program are recommended by the Glendale Arts Commission through its annual arts projects plan and are subject to approval by Council. Proposals for performing arts projects to be held in Glendale were solicited from non-profit arts organizations, schools and government agencies for FY 2012-13. On May 17, 2012, the Arts Commission met to evaluate 11 applications. Nine of the proposals were selected for recommendation for full funding; one proposal was recommended for partial funding. The expenditures recommended, totaling $35,500, are as follows:

- $4,000 - ABT Performing Arts Association will present *ABT's Theatre for Young Audiences Goes to the Library*. ABT will partner with Glendale Public Library to present two full performances of a book-based children's play by ABT's professional actors in the library's main branch auditorium. Programs will have activities in advance of the performances for youth and families.
- $4,000 - Arizona Theatre Company will provide an artist-in-residency project, which will include language workshops, Shakespearean scene study, interaction with professional Shakespearean actors and written materials for 9th and 10th grade classrooms at Mountain Ridge High School and 12th grade classrooms at Glendale High School.
- $4,000 - Ballet Arizona will produce and present *Ballet Under the Stars*, a free public outdoor performance at Sahuaro Ranch Park in September. Ballet Arizona will also partner with Don Mensendick Elementary School to produce *Class Act*, a student performance, which will take place during the intermission of *Ballet Under the Stars*.
- $4,000 - Center Dance Ensemble will give 12 performances of their touring shows at nine Glendale elementary schools during the 2012-2013 school year, at no charge to the

schools; *The ABC's of Dance* for grades K-6 (four performances), *Poetry 'n Motion* for grades K-3 (three performances) and *More Poetry 'n Motion* for grades 4-6 (five performances).

- $3,000 - Childsplay, Inc. will present four touring performances between September 2012 and June 2013 for after-school and weekend audiences at Foothills Branch Library. The shows are *Rock the Presidents*, *Food for Thought*, and *Tomás and the Library Lady*. Each production will feature Childsplay's professional adult actors and scenery, costumes, and props designed by nationally respected artists.
- $4,000 - Free Arts For Abused Children of Arizona will provide five teaching artists to conduct one five-week residency at two group homes. This project will culminate in a festival, *One World, One People*, for approximately 100 abused and homeless or at-risk youth living in 10 group homes in Glendale. The festival will be held at Sahuaro Ranch Park on March 14, 2013.
- $500 - The Glendale Youth Project will produce Hip Hop classes at Glendale Community Centers.
- $4,000 - Opendance will provide classes and workshops based on the classic story of *Ferdinand the Bull*. Performances will be held at two Glendale community centers and two assisted living centers in Glendale. Three teaching artists will also conduct four workshops for 15 youth at the Glendale community centers. The youth will read, write, draw, paint, make props, create dances, lyrics, sounds, songs, script, and scenery while working alongside professionals in their field.
- $4,000 - Phoenix Symphony Association will provide a *School Music Education Experience*. Bicentennial South Elementary School will receive a *Bach-in-Roll Assembly* provided by one of the Symphony's touring ensembles, followed by attendance at one of the *Symphony for the Schools* concerts for the entire school.
- $4,000 - Scottsdale Cultural Council will present *Arizona Wolf Trap*, which places professional performing artists in Glendale preschool classrooms to help teach curriculum using the performing arts. Sessions will be twice a week for seven weeks.

The public events will occur between July 1, 2012 and June 30, 2013. As such, additional public notification will take place on the city's website and via press-release. Additionally, the funding recipients will promote events through their marketing efforts.

Previous Council/Staff Actions: Every year since 1996, Council has approved the expenditures from the Municipal Arts Fund for the Performing Arts Partnership Program to motivate, increase and support the performing arts in Glendale. Since the inception of the program, the city has invested $527,300 in 191 performing arts projects.

Community Benefit: The Performing Arts Partnership Program supports a wide variety of free programs, which make the arts more accessible to Glendale citizens, most notably youth and their families. The various organizations host a variety of diverse arts programs throughout the community that can be enjoyed by residents of all ages.

Budget Impacts & Costs: Funds are available through the Public Art Program. There are no operating costs associated with this program. A transfer of appropriation within the Arts

Maintenance FY 2012-13 budget for $20,500 from 1220-15310-552000 to 1220-15310-531200 is needed to bring the available budget in this account number to $35,500.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
			X		$35,500

Account Name, Fund, Account and Line Item Number:
Arts Maintenance, Account No. 1220-15310-531200, $35,500

Recommendation: Approve the expenditures from the Municipal Arts Fund for the various agencies that have been selected by the Glendale Arts Commission to participate in the FY 2012-13 Performing Arts Partnership Program.

CONSENT RESOLUTIONS

9. INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL

Purpose: This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) regarding the sports fields lighting system and facility use at Raymond S. Kellis High School with the Peoria Unified School District No. 11 (District).

Background: The City of Glendale has had an IGA with the District since 2005. On June 28, 2011, the City of Glendale entered into the current IGA regarding sports fields lighting and facility use at Raymond S. Kellis High School. That IGA was for a term of one year. The proposed IGA with the District will continue that relationship and formalize the use of the District's lighted sports fields and parking lot as overflow parking for large stadium events. Subject to approval, this IGA will also have a term of one year.

Community Benefit: This IGA will satisfy the city's obligation for off-site overflow parking opportunities for large stadium events. Additionally, this IGA provides reciprocal use of District and city facilities, including the lighted sports fields located at Raymond S. Kellis High School.

Recommendation: Waive reading beyond the title and adopt a resolution authorizing the entering into of an intergovernmental agreement regarding sports fields lighting system and facility use at Raymond S. Kellis High School with the Peoria Unified School District No 11.

10. INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF SURPRISE FOR HELICOPTER AIR-MEDICAL LOGISTICS OPERATIONS

Purpose: This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the City of Surprise for Helicopter Air-Medical and Logistics Operations (H.A.L.O.) on behalf of the Glendale Fire Department.

Background: The mission of the H.A.L.O. program is to provide air medical transportation and other emergency services in Glendale and for its automatic aid and mutual aid partners. The H.A.L.O. team is comprised of six firefighter paramedics from the cities of Glendale (4 paramedics), Surprise (1 paramedic), and the Fire District of Sun City West (1 paramedic) who staff a team of two firefighter paramedics per shift to provide 24 hour coverage, seven days a week. The City of Glendale has a current contract with PHI, Inc. for the H.A.L.O. program, which is based out of the Glendale Municipal Airport.

The proposed IGA will renew the current agreement that will expire on June 26, 2012. The proposed IGA will remain in effect until June 26, 2015 with an option to renew for successive additional three year periods.

Previous Council/Staff Actions: On January 25, 2011, Council approved an IGA with the Fire District of Sun City West for H.A.L.O.

On May 27, 2008, Council approved an IGA with the cities of Avondale and Surprise for H.A.L.O.

On June 26, 2007, Council approved the H.A.L.O. contract with PHI, Inc. for the development of a rapid response air medical team.

Community Benefit: The most important benefit of air-medical transport is the rapid transport of patients to the appropriate hospital facility and level of care. The primary responsibility of the H.A.L.O. team is to build on the immediate care provided by EMS and fire department personnel and then movement of the patient promptly to the receiving facility. Other direct benefits to Glendale include:

- City of Glendale emergency medical personnel stationed on site at the Glendale Airport 24 hours a day, seven days a week.
- An aerial platform from which to assist in the management of greater alarm incidents in the region.

Budget Impacts & Costs: PHI, Inc. will pay the City of Glendale $895,950 for the staffing of six full-time firefighter paramedics as part of the original agreement with PHI, Inc. Glendale Fire Department (GFD) will bill PHI, Inc. on a monthly basis for six firefighter paramedic positions to which PHI, Inc. will reimburse GFD. GFD will subcontract with the participating coalition agency for costs associated with a firefighter paramedic positions and will reimburse the coalition agency upon receipt of an invoice.

The total annual amount GFD will reimburse the coalition agencies is $343,655 and will be deducted from the PHI, Inc. annual allocation. The participating coalition agencies will be responsible for any overtime associated with the back fill of their positions. As part of the annual allocation from PHI, Inc., all operating costs for H.A.L.O. are included, which allows GFD to participate in this program with no cost to the city.

Funds are available in the FY 2012-13 Air-Med & Logistics Operations budget of the Fire Department. There is sufficient fund balance in the Air-Med & Logistics Operations budget to pay the $343,655 required for the agreement. Appropriation in the amount of $128, 317 will be transferred from Fire grant appropriation 1840-34001-510200.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
			X		$343,655

Account Name, Fund, Account and Line Item Number:
Air-Med & Logistics Ops, Account No. 1000-12492-518200, $343,655

Recommendation: Waive reading beyond the title and adopt a resolution authorizing the entering into of an intergovernmental agreement with the City of Surprise for Helicopter Air-Medical and Logistics Operations on behalf of the Glendale Fire Department.

11. INTERGOVERNMENTAL AGREEMENT WITH THE ARIZONA DEPARTMENT OF TRANSPORTATION FOR DOWNTOWN ALLEYWAY IMPROVEMENTS

Purpose: This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the Arizona Department of Transportation (ADOT) for the construction of a downtown alleyway improvement project.

Background: Pedestrian-friendly alleyway improvements are an important component in revitalizing and enhancing downtown Glendale. This IGA with ADOT will provide funding to reconstruct and beautify approximately 400 feet of alleyway connecting Glendale Avenue and Glenn Drive between 57th Avenue and 57th Drive.

This project will include undergrounding overhead utility lines, installation of decorative pavement, benches, decorative screen walls, pedestrian lighting and landscaping. In addition, drainage issues at the north end of the alleyway will be remedied as part of the project. The proposed alleyway improvements will be comparable in design to other alleyway improvements in Glendale's Centerline District. Construction is estimated to begin in the spring of 2013.

The total cost of this project is estimated at $454,009. Federal funds in the amount of $315,721 have been secured in the Maricopa Association of Governments Transportation Improvement Program for construction of the alleyway improvements, and the city's contribution is estimated at $138,288. If the actual cost of the project exceeds the estimate, the city will be responsible for all costs in excess of that amount. ADOT will advertise, bid and award the project, and city personnel will provide construction engineering services.

Previous Council/Staff Actions: On September 28, 2010, Council authorized the City Manager to enter into a professional services agreement with Wood, Patel and Associates for design services for the downtown alleyway project between 57th Avenue and 57th Drive, north of Glendale Avenue, south of Glenn Drive.

Community Benefit: Improvements to this alleyway will enhance the aesthetics and pedestrian circulation in the downtown area, contribute to a sense of civic pride in downtown Glendale, and demonstrate the city's commitment to the long-term commercial development of the area.

Public Input: The design phase included public involvement of adjacent businesses and citizens. On April 13, 2011, design plans were presented at the Glendale Onboard Transportation Program Open House held at the Civic Center.

On May 25 and May 26, 2011, design plans were also reviewed with adjacent property owners and, as a result, plans were modified to accommodate better access to the adjacent properties. All citizens and businesses that have provided input have been supportive of this project.

Public input will also be part of the construction phase, and will be solicited from all businesses fronting the alleyway to ensure minimal inconvenience to those businesses and the public.

Budget Impacts & Costs: Funding for construction will be provided by ADOT using federal Congestion Mitigation and Air Quality (CMAQ) funds in the amount of $315,721. Matching funds are available in the FY 2011-12 capital improvement plan in the estimated amount of $138,288. The city will be responsible for any additional project costs.

Appropriation of $88,288 will be transferred from the Intersection Improvements Project (2210-65008-550800) to the Downtown Alley Improvements Project (2210-65088-551200) within the GO Transportation Construction Fund.

The operating and maintenance costs associated with this project will be absorbed by the GO Transportation operating budget.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$138,288

Account Name, Fund, Account and Line Item Number:
Downtown Alley Improvements, Account No. 2210-65088-551200, $88,288
Local Drainage Problems, Account No. 2180-79004-550800, $50,000

Recommendation: Waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with the Arizona Department of Transportation for the construction of a downtown alleyway improvement project.

12. INTERGOVERNMENTAL AGREEMENT WITH MARICOPA COUNTY DEPARTMENT OF TRANSPORTATION FOR EMERGENCY TRAFFIC MANAGEMENT MUTUAL AID

Purpose: This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the Maricopa County Department of Transportation (MCDOT) for emergency traffic management mutual aid.

Background: The Regional Emergency Action Coordinating Team (REACT) program, operated by MCDOT using trained MCDOT employees, provides traffic control support for major incidents that require road closures. These incidents include traffic collisions, criminal investigations, fires and chemical spills.

In 2004, the City of Glendale entered into its existing IGA with MCDOT to provide emergency traffic management services in the city. MCDOT has successfully provided these services since that time. In 2009, MCDOT was awarded $852,479 in federal Congestion Mitigation and Air Quality (CMAQ) funds in order to expand the program to additional jurisdictions, with the goal of operating under the mutual aid philosophy.

This IGA will enhance current REACT operations in the city through FY 2013-14. Glendale's share of local match funding is $96,600, and will be provided through an in-kind exchange of services for the use of the Glendale Regional Public Safety Training Center for REACT training.

Previous Council/Staff Actions: On March 23, 2004, City Council approved the entering into of an IGA with MCDOT to provide REACT services to the city.

Community Benefit: Use of this program allows trained civilians to provide traffic control services, freeing up sworn officers to respond to other calls for service. Between January and December 2011, REACT responded to 33 incidents in Glendale, providing traffic control assistance for 1,612 man-hours; a savings of approximately $20,000 per year.

Additionally, an analysis of the program by MCDOT shows that the use of REACT to manage traffic incidents results in a 33% decrease in delays to the traveling public due to an incident.

Budget Impacts & Costs: Glendale's portion of local match funding is $96,600, and will be provided through an in-kind exchange of services for the use of the Glendale Regional Public Safety Training Center for REACT training until such time as the $96,600 in-kind allotment has been exhausted or until 2025, whichever occurs first.

Recommendation: Waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with the Maricopa County Department of Transportation for emergency traffic management mutual aid.

13. GLENDALE CIVIC CENTER RENTAL INCREASE

Purpose: This is a request for City Council to adopt a resolution increasing the rental fees for the Glendale Civic Center, effective July 1, 2012.

Background: The Glendale Civic Center opened its doors in the historic downtown in 1999 and is the largest city-owned multi-purpose facility in the West Valley. The venue offers 40,000 square-feet of space for conferences, tradeshows, private parties, weddings, proms, graduations and meetings. The Civic Center hosts an average of 280 event days with approximately 62,000 guests a year.

In March 2012, the Glendale Civic Center was ranked by "Ranking Arizona: the Best of Arizona Business" as the number one meeting and convention facility of its size in Arizona, surpassing high-level competition including the Ritz Carlton in east Phoenix, Loews Ventana Canyon Resort in Tucson, the Hyatt Regency in downtown Phoenix and the Scottsdale Plaza Resort. Other honors the venue has received include the Bride's Choice Award for 2010 and 2011 from Wedding Wire.

Previous Council/Staff Actions: During the Fiscal Year (FY) 2012-13 budget process, staff brought forward a plan to increase rates at the facility, as they had not been adjusted since the Glendale Civic Center opened. Staff presented to Council a proposal to implement a 20% room rental rate increase beginning July 1, 2012 for the Civic Center. Research of comparable rates indicates this increase will keep the facility competitive and will continue to price the venue at a range with our closest competitors.

Council was presented with the rate increase again at the budget meeting on April 23, 2012 and gave approval to include it in the FY 2012-13 budget. The last time Council adopted and approved rental fees for the Civic Center was June 22, 1999.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website home page sixty (60) days in advance of today's meeting.

Community Benefit: The mission of the Glendale Civic Center is to provide top-quality meeting and banquet facilities and service, to encourage local economic growth and to promote a positive identity for Glendale. Increasing facility usage by providing first-class services and products at competitive rates that generate revenue for the City of Glendale continues to be a positive contribution to the quality of life for the community.

The Civic Center's number one ranking as the best meeting and convention facility of its size in Arizona is a positive reflection on the city and its investment and exemplifies the value of what the venue brings to the city and region.

Budget Impacts & Costs: Overall, it's estimated the Civic Center could generate up to $53,000 in additional revenue with a 20% increase in rates beginning in FY 2012-13. For example, room rental for an average wedding would increase from $856 to $1,027, and an average meeting room cost for the entire ballroom would increase from $2,500 to $3,000.

Recommendation: Waive reading beyond the title and adopt a resolution increasing the rental fees for the Glendale Civic Center, effective July 1, 2012.

14. FISCAL YEAR 2012-13 COUNCIL STRATEGIC GOALS AND KEY OBJECTIVES

Purpose: This is a request for City Council to adopt a resolution approving the Fiscal Year (FY) 2012-13 Council Strategic Goals and Key Objectives used to develop this year's budget following direction from Mayor and Council.

Background: In November 2011, Richard Bowers met individually with Mayor and Council to discuss the strategic goals and objectives that were adopted by Council on June 14, 2011. The annual review and discussions indicated there were no significant changes.

Previous Council/Staff Actions: The FY 2011-12 Council Strategic Goals and Key Objectives were adopted at the June 14, 2011 Council meeting.

Community Benefit: The seven strategic goals re-emphasized Council's commitments to the citizens of Glendale.

Public Input: Public awareness of the adopted Council Strategic Goals and Key Objectives document is promoted through the publication on the city's website and in its key financial documents such as the budget book.

Recommendation: Waive reading beyond the title and adopt a resolution approving the Fiscal Year 2012-13 Council Strategic Goals and Key Objectives of the Glendale City Council.

BIDS AND CONTRACTS

15. AWARD OF BID FOR WESTGATE TEMPORARY PARKING LOTS

Purpose: This is a request for City Council to award the bid and authorize the City Manager to enter into a construction agreement with Regional Pavement Maintenance of Arizona, Inc. in an amount not to exceed $534,910.76 for construction of two temporary parking lots at Westgate City Center.

Background: The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development, it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. With the construction of the Tanger Outlets Westgate, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

Parcels have been identified on the Westgate City Center site that must be improved to meet the parking requirements in the existing agreements. Required improvements include grading, paving and striping of the parking lots to be ready before the Cardinals' football season begins in August 2012.

On May 31, 2012, 11 bids were received for this project, with Regional Pavement Maintenance of Arizona, Inc. being the lowest responsive bidder in the amount of $534,910.76.

Previous Council/Staff Actions: On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Budget Impacts & Costs: Funds are available in the FY 2011-12 capital improvement plan. There are no operating costs associated with this project once it is complete. Appropriation will be transferred from Land Acquisition (2100-84400-550300) to New Development Infrastructure (2100-84407-550800) in the amount of $534,911.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$534,910.76

Account Name, Fund, Account and Line Item Number:
New Development Infrastructure, Account No. 2100-84407-550800, $534,910.76

Recommendation: Award the bid and authorize the City Manager to enter into a construction agreement with Regional Pavement Maintenance of Arizona, Inc. in an amount not to exceed $534,910.76 for construction of two temporary parking lots at Westgate City Center.

16. ACCESS AGREEMENT WITH OUTLETS AT WESTGATE, LLC (TANGER OUTLETS WESTGATE)

Purpose: This is a request for City Council to authorize the City Manager to enter into an access agreement with Outlets at Westgate, LLC and to execute the easements provided under that access agreement for parking lot access at the southeast corner of Glendale Avenue and Loop 101.

Background: The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development, it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. With the construction of Tanger Outlets Westgate, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

One of the lots identified for parking, a 9.84-acre parcel owned by the Arizona Department of Transportation (ADOT), requires access through the Tanger property. This access agreement provides two driveway connections and a pedestrian walkway. As stated in the agreement, Tanger will construct the necessary improvements to provide access to the ADOT lot, and the city will pay Tanger $115,000 to secure the access easements. While the Tanger property is under construction, event traffic, including vehicles and pedestrians, will be separated by fencing to ensure that citizens have safe passage to and from the ADOT lot.

Previous Council/Staff Actions: On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Budget Impacts & Costs: Funds are available in the FY 2011-12 capital improvement plan. There are no operating costs associated with this project once it is complete.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$115,000

Account Name, Fund, Account and Line Item Number:
Land Acquisition, Account No. 2100-84400-550800, $115,000

Recommendation: Authorize the City Manager to enter into an access agreement with Outlets at Westgate, LLC and to execute the easements provided under that access agreement for parking lot access at the southeast corner of Glendale Avenue and Loop 101.

17. GLENDALE WESTGATE LODGING INVESTORS II, LLC GROUND LEASE AGREEMENT

Purpose: This is a request for City Council to authorize the City Manager to enter into a ground lease agreement with Glendale Westgate Lodging Investors II, LLC (GWLI) for the lease of approximately six acres of the property located directly east of the Hampton Inn & Suites Phoenix Glendale-Westgate.

Background: The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development, it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. With the construction of the Tanger Outlets Westgate, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

One of the three parcels identified for this purpose is an approximate six acre parcel owned by GWLI which is located directly east of the Hampton Inn & Suites Phoenix Glendale-Westgate. This parcel will provide an estimated 524 parking spaces. Per the ground lease agreement, GWLI agrees to lease the six acres for up to five years, with a two year minimum before GWLI can terminate the lease on the western four acres, and a one year minimum before GWLI can terminate the lease on the eastern two acres.

The city will pay to GWLI rent for the Premises at the rate equal to the full amount of the property tax assessment paid by GWLI each tax period from the effective date until the earlier of the expiration of this lease or termination of this lease by the city.

Previous Council/Staff Actions: On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Budget Impacts & Costs: Funds are available in the FY 2011-12 capital improvement plan. The associated cost for rent is an estimate subject to change as it is based on the rate equal to the full amount of the property tax assessment paid by GWLI each tax period. The cost of lighting will be covered by funds available in the Stadium, Fiesta Bowl, and Arena Transportation Operation accounts.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$40,000

Account Name, Fund, Account and Line Item Number:
New Development Infrastructure, Account No. 2100-84407-550800, $40,000

Recommendation: Authorize the City Manager to enter into a ground lease agreement with Glendale Westgate Lodging Investors II, LLC for the lease of approximately six acres of property located directly east of the Hampton Inn & Suites Phoenix Glendale-Westgate.

PUBLIC HEARING - ORDINANCES

18. ZONING TEXT AMENDMENT – ZTA11-01 (ORDINANCE) (PUBLIC HEARING REQUIRED)

Purpose: This is a request for City Council to conduct a public hearing and adopt an ordinance for Zoning Text Amendment ZTA11-01 for billboards.

Background: This request to amend the Zoning Ordinance will provide a new definition and a new section to enact zoning regulations and establish a set of development standards to regulate digital billboards along the Loop 101 in the Sports and Entertainment District between Northern Avenue and Camelback Road. Digital billboards will continue to be prohibited in all other areas of the city, and will continue to be prohibited along the Loop 101 between 51st Avenue and Bell Road.

The Zoning Text Amendment will provide a new definition of digital billboards matching size and frequency of advertisement change of the two existing billboards on the Park and Ride Lot

property in the Sports and Entertainment District. Digital billboards are proposed to be limited to sites zoned Planned Area Development (PAD). The amendment will require sites to have at least 1,000 feet of freeway frontage and one-quarter mile (1,320 feet) between signs on a single PAD.

The amendment would also prohibit billboards in the Heavy Commercial (C-3) zoning district that is located primarily in the center of the city, including the Glendale Centerline.

Previous Council/Staff Actions: On March 1, 2012, Planning Commission conducted a workshop and a public hearing regarding ZTA11-01. No action was taken at the workshop. At the public hearing, the Commission moved to approve ZTA11-01; however, the motion failed 3-4.

On November 15, 2011, staff presented the proposed zoning text amendment to the City Council at their City Council Workshop. Council directed staff to continue working on the amendment. Staff did not perceive any Council consensus for changing the text amendment during the workshop.

Planning Commission initiated ZTA11-01 Zoning Text Amendment for digital billboards at the October 6, 2011 Planning Commission Workshop.

The subject matter for ZTA11-01, digital billboards, was also previously considered as freeway billboard signs as a part of ZTA09-01 by the Planning Commission when ZTA09-01 was under consideration.

Prior to the October 6, 2011 meeting, consideration of freeway billboard signs as a part of ZTA09-01 was withdrawn from consideration by the city.

On August 4, 2011, Planning Commission voted to continue discussion of the section of ZTA09-01 regarding freeway billboard signs to the October 6, 2011 Planning Commission meeting.

On June 2, 2011, Planning Commission voted to continue discussion of the section of ZTA09-01 regarding freeway billboard signs to the August 4, 2011 Planning Commission meeting.

Council rezoned the city's property at the northwest corner of the Loop 101 and the Bethany Home Road alignment to PAD to permit erection of digital billboards by the adoption of Ordinance No. 2702 New Series on September 22, 2009.

Council rezoned the city's sewer lift station at the northwest corner of the Loop 101 and Camelback Road to permit the erection of a digital billboard by the adoption of Ordinance No. 2701 New Series on September 22, 2009.

Council rezoned the city's Park and Ride lot to PAD by the adoption of Ordinance No. 2686 New Series on June 23, 2009, to establish zoning which would satisfy the Arizona Department of Transportation to permit erection of the first two digital billboards.

The city adopted the Westgate PAD through a public hearing process in 2002, which included a number of outdoor building and digital signs.

Council approved a comprehensive update of the Zoning Ordinance in 1993, which included billboard regulations.

Community Benefit: By providing a new section concerning digital billboards, the current section that addresses billboards will remain unchanged, except for the prohibition of billboards in Heavy Commercial (C-3) zoning districts. Eliminating C-3 zoning districts would help protect existing established neighborhoods and historic districts.

Existing billboards will not be converted into digital billboards with changeable panels. A new section for digital billboards will ensure that proposed site locations have demonstrated a significant existing investment in the community, and prevent placement on sites, which could negatively impact neighboring residential areas and property values. The amendment will emphasize that digital billboards are only to be erected in proximity to the Sports and Entertainment District.

Public Input: On May 24, 2012, a legal notice was published in *The Glendale Star*, which indicated which sections of the Zoning Ordinance were proposed to be amended. On May 25, 2012, staff, as the applicant, mailed notification postcards to property owners within 300 feet of the proposed area within the Sports and Entertainment District and those persons listed as Interested Parties on the City-Wide Additional Notification list.

Public testimony concerning ZTA11-01 Digital Billboards occurred at the Planning Commission meeting of March 1, 2012.

On November 9, 2011, a neighborhood meeting was held at the City Council Chambers and approximately 30 people attended. The comments received repeated those previously mentioned concerning dimensions and standards of the existing billboards on the city's Park and Ride Lot as the standard for future billboards.

Public testimony concerning freeway billboard signs occurred at the Planning Commission meetings of June 2, 2011, and August 4, 2011, as part of ZTA09-01 Zoning Text Amendment Ordinance Update. During the June 2, 2011 Planning Commission meeting, concern was expressed regarding the impact of digital billboards on the existing community located along the Loop 101 between 51st Avenue and Bell Road.

Recommendation: Conduct a public hearing, waive reading beyond the title, and adopt an ordinance for Zoning Text Amendment ZTA11-01.

19. INCREASE TRANSIENT LODGING PRIVILEGE TAX (ORDINANCE) (PUBLIC HEARING REQUIRED)

Purpose: This is a request for City Council to conduct a public hearing and adopt an ordinance amending Glendale City Code Chapter 21.1, Sec. 447, increasing the current additional tax rate

upon Transient Lodging (bed tax) Privilege (sales) from 3.4% to 5% and dedicating the proceeds from the increased tax rate for tourism promotion, effective August 1, 2012.

Background: Nationally, cities dedicate a portion of their hospitality-related tax revenues, generated via a bed tax, to fund their respective community's tourism and marketing efforts to attract new visitors. The state law allowing the City Council authorization to increase this tax requires that a portion of the additional revenue be dedicated toward promotion of the hospitality industry. Locally, Mesa, Phoenix, Scottsdale, and Tempe dedicate a portion of their bed tax towards this effort; most communities use their Convention and Visitor Bureau (CVB) to meet this objective.

Annually, Arizona receives over $18 billion in tourism-related revenue. Increasing the amount of funding for the Glendale CVB funding through the bed tax adjustment will allow Glendale's hotels and other businesses, such as restaurants, bars and retail establishments, to capture a larger portion of tourism-related business while enhancing economic vitality throughout the city.

Previous Council/Staff Actions: On September 25, 2007, Council adopted ordinance 2589 new series amending the Glendale City Code to enhance the public safety fund by four tenths of a percent (.4%), thereby increasing the bed tax rate to 3.4%.

On June 28, 1988, Council adopted ordinance 1552 new series amending the Glendale City Code to establish a 3% bed tax rate.

Community Benefit: As Glendale continues to expand its reputation as a sports and entertainment destination market for Arizona and points beyond, the opportunity to attract more visitors greatly increases. Increased tourism in Glendale will directly result in more bed tax revenue to the city. The resulting increase in this revenue will directly contribute to and supplement services provided to the community, including services offered by the CVB.

Public Input: The CVB met with representatives from all 12 Glendale hotel properties. The purpose of these meetings was to receive their input on increasing the city's bed tax rate in order to expand CVB marketing and sales initiatives that would positively impact visitor spending and hotel room nights. One hundred percent (100%) of all Glendale hoteliers were in support of raising the city's additional tax on the Transient Lodging (bed tax) rate to 5% if the additional revenues were dedicated to CVB operations and initiatives to promote tourism in Glendale.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website's home page sixty (60) days in advance of today's meeting.

Budget Impacts: The increase to the current bed tax from 3.4% to 5.0% is expected to generate approximately $500,000 for FY 2012-13. This additional revenue will be dedicated to the Glendale CVB operations to enhance tourism related initiatives in the community.

Recommendation: Conduct a public hearing, waive reading beyond the title and adopt an ordinance amending Glendale City Chapter 21.1, Sec. 447, increasing the current additional tax

rate upon Transient Lodging (bed tax) from 3.4% to 5% and dedicating the proceeds from the increased tax rate for tourism promotion, effective August 1, 2012.

20. INCREASE OF PRIVILEGE TAX RATE (ORDINANCE) (PUBLIC HEARING REQUIRED)

Purpose: This is a request for City Council to conduct a public hearing and adopt an ordinance amending Glendale City Code Chapter 21.1 to increase the current Privilege (sales) tax rate by seven-tenths (.7) of one percent to a total of 2.9%, across all categories excluding residential rental, mining, and transient lodging, effective August 1, 2012.

Background: Since 2009, city sales tax collections have declined substantially due to the economic downturn. City sales tax, which constitutes the largest portion of the General Fund operating revenue, went from seven years of annual growth of greater than 5%, to a three year trend of steady decline. At its peak in FY 2006-07 collections totaled approximately $63.6 million; for FY 2011-12 collections are approximately $51.9 million.

FY 2012-13 Budget

After a comprehensive analysis of departmental budgets and the fixed costs associated with the general operations of the city, staff recommends an increase of seven-tenths (.7) to select categories of the privilege tax rates. This increase will bring the total city sales tax rate to 2.9%.

Glendale has not raised the General Fund's portion of its sales tax rate since 1990. Increasing select rates by seven-tenths (.7) is expected to raise approximately $23 million for the General Fund in FY 2012-13. This additional revenue, in combination with about $9 million in expenditure reductions to the General Fund operating budget, will fund the redefined operational and service needs of the community.

A forecast of revenues and expenditures assuming the additional revenue realized from this action indicates the General Fund operating budget will return to a healthier state in approximately five fiscal years with an ending fund balance of $14 million. Considering this, staff is recommending that at such time Council should explore the possibility of repealing all or some of the tax increase.

In addition to addressing the forecasted revenue shortfall over the next five fiscal years, the increase in sales tax revenue will enable staff to better pursue refinancing and restructuring of the MPC and PFC outstanding debt. This, coupled with a focus on fiscal restraint, will allow for the systematic rebuilding of the General Fund balance and may result in an improvement in the city's bond ratings.

Previous Council/Staff Actions: At the May 22, 2012 Meeting, Council adopted a preliminary budget for FY 2012 -13.

At the April 23, 2012 Budget Workshop, staff presented the City Manager's Recommended Budget for FY 2012-13 that reflected the input Council provided during the eight budget workshops. This budget called for a seven-tenths (.7) increase to the privilege tax rate.

At the February 7, 2012 Budget Workshop, Council began a systematic review of each departments' operating budget in order to determine possible areas to reduce operational expenses for the FY 2012-13 budget.

Community Benefit: Adjusting the privilege tax rate in select categories by seven-tenths (.7) will prevent the elimination or reduction of key city services that are funded from the General Fund. Services that are currently provided from the General Fund budget include but are not limited to: the majority of the police and fire protection budget (67%); parks, recreation, and library services; a portion of the transportation services budget (21%); street maintenance, code compliance, development services such as planning, building safety, and engineering; and the Community Action Program office.

Public Input: All eight budget workshops were open to the public and were posted publicly per state requirements. The Council budget workbook materials were posted publicly along with each of the workshop's meeting agenda.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website's home page sixty (60) days in advance of today's meeting.

Budget Impacts & Costs: For the FY 2012-13 budget, the increase in select privilege tax rates is expected to generate approximately $23 million for the General Fund. The rate will be effective August 1, 2012.

Recommendation: Conduct a public hearing, waive reading beyond the title and adopt an ordinance amending Glendale City Code Chapter 21.1 to increase the current Privilege (sales) tax rate by seven-tenths (.7) of one percent to a total of 2.9%, across all categories excluding residential rental, mining, and transient lodging, effective August 1, 2012.

PUBLIC HEARING

21. FISCAL YEAR 2012-13 PROPERTY TAX LEVY (PUBLIC HEARING REQUIRED)

Purpose: This is a request for City Council to conduct a public hearing on the proposed Fiscal Year (FY) 2012-13 property tax levy. The primary property tax rate will remain unchanged at $0.2252 per $100 of assessed valuation for FY 2012-13. The secondary property tax rate will increase from $1.3699 per $100 of assessed valuation to $1.6753 for FY 2012-13. The total property tax rate will increase to $1.9005.

Background: Arizona state law requires Council to set the property tax levy by the third Monday in August.

Arizona's property tax system consists of two tiers. The primary property tax levy has state-mandated maximum limits; however, it can be used by a city for any purpose. The primary property tax revenue is included in the General Fund's operating budget. The secondary property tax levy is not limited; however, it can be used only to retire the principal and interest on a municipality's bonds. The secondary property tax revenue funds much of the city's capital improvement plan.

All Truth in Taxation requirements of A.R.S. 42-17107 have been met. A Truth in Taxation hearing is not required; according to the Property Tax Oversight Commission's letter of April 30, 2012, a Truth in Taxation hearing is required only if the city chose to levy a primary rate greater than $0.2592. The public notice requirements of A.R.S. 42-17103 also have been met.

Previous Council/Staff Actions: City Council reviewed the FY 2012-13 tentative budget and adopted a resolution formally approving the tentative operating, capital, debt service and contingency appropriation budget at the May 22, 2012, evening meeting. At that time, Council also gave notice of the date for the June 12, 2012, public hearings on the FY 2012-13 final budget and the FY 2012-13 property tax levy and the June 26, 2012, date for the adoption of the FY 2012-13 property tax levy. Public notices regarding this information were published in the *Glendale Star* on May 31 and June 7, 2012.

The 8th budget workshop occurred on April 23, 2012.
The 7th budget workshop occurred on April 17, 2012.
The 6th budget workshop occurred on April 3, 2012.
The 5th budget workshop occurred on March 20, 2012.
The 4th budget workshop occurred on March 6, 2012.
The 3rd budget workshop occurred on February 28, 2012.
The 2nd budget workshop occurred on February 21, 2012.
The 1st budget workshop occurred on February 14, 2012.

At the January 10, 2012 Council meeting, an ordinance was adopted authorizing the refunding/restructuring of outstanding water/sewer revenue obligations and Municipal Property Corporation (MPC) excise tax revenue bonds and authorizing the issuance of these bonds in an amount not to exceed $99 million and $70 million respectively.

At the January 3, 2012 Council workshop, staff presented the debt management plan and options related to refinancing outstanding MPC debt and refunding outstanding water/sewer debt.

Community Benefit: Glendale's budget is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the city's direction for public services, operations and capital facilities and equipment. It also provides the community with a better understanding of the city's ongoing needs for stable revenue sources to fund public services, ongoing operations and capital facilities and equipment. The budget provides Council, residents and businesses with a means to evaluate the city's financial stability.

Public Input: All eight budget workshops were open to the public and were posted publicly per state requirements. The Council budget workbook materials were posted publicly along with each of the workshop's meeting agenda.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website's home page sixty (60) days in advance of today's meeting.

Public notices were printed in the May 31 and June 7, 2012 issues of *The Glendale Star* regarding the date, time and location for the public hearings regarding the FY 2012-13 final budget and the FY 2012-13 property tax levy as well as the date for the adoption of the property tax levy.

Budget Impacts & Costs: It is estimated that the FY 2012-13 primary property tax rate will generate approximately $2.6 million and the FY 2012-13 secondary property tax rate will generate approximately $19.3 million for a total of approximately $21.8 million.

Recommendation: Conduct a public hearing on the FY 2012-13 property tax levy including the primary property at $0.2252 per $100 of assessed valuation and the secondary property tax rate at $1.6753 per $100 of assessed valuation. The total property tax rate will increase from $1.5951 to $1.9005. Adoption of the FY 2012-13 property tax levy is scheduled for the June 26, 2012, City Council meeting.

PUBLIC HEARING – RESOLUTIONS

22. FISCAL YEAR 2012-13 FINAL BUDGET ADOPTION (RESOLUTION) (PUBLIC HEARING REQUIRED

Purpose: This is a request for City Council to review the Fiscal Year (FY) 2012-13 final budget, conduct a public hearing on the final budget and convene a special meeting to adopt a resolution formally approving the final operating, capital, debt service, and contingency appropriation budget.

Background: Arizona state law requires the governing board of cities, towns and counties to conduct a public hearing and then convene a special meeting to adopt a resolution approving the final annual budget. The regular evening meeting does not need to be adjourned to convene and conduct the special meeting required for the budget adoption.

Council approval of the tentative budget will set the maximum level of expenditures for FY 2012-13. Adjustments and reallocation of appropriation authority may be made after adoption of the tentative budget although the total amount of appropriation cannot be increased.

Eight Council budget workshops were conducted in February, March and April 2012 to review the draft FY 2013 budget. The City Council budget workbook was prepared to facilitate Council's review of the operating budgets for city departments. The budget workbook materials included a draft FY 2013 budget for each department.

Two of the budget workshops were conducted in April 2012 after staff incorporated revisions to departmental operating budgets that were agreed upon by Council during earlier budget workshops. These two budget workshops were used to review the City Manager's FY 2013 recommended operating budget and the City Manager's FY 2013-22 recommended capital improvement plan.

FY 2013 Operating Budget. The national recession from which the economy is gradually recovering was felt far and wide in the country. Arizona was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs (particularly in the construction industry), decline in the numbers of individuals moving to the state, and a noticeable fall-off in the state's important tourism industry. The clearest evidence of the recession's impact is in the city's General Fund (GF) ongoing revenue. It peaked at $184.2M in FY 2008 and is expected to bottom out in the current FY at about $138M; this is a decline of almost $46.2M or 25% in the city's GF ongoing revenue.

As a result of this steep drop off in ongoing revenue, FY 2013 is the fourth consecutive year that the GF shows a sizeable shortfall between GF ongoing revenue and GF ongoing expenses including transfers. The annual shortfalls (before balancing measures were implemented) that were presented as part of each FY's City Manager's recommended budget are indicated below:

- FY 2010 identified a $14.4M shortfall
- FY 2011 identified a $31.6M shortfall
- FY 2012 identified a $27.1M shortfall
- FY 2013 identifies a $35M shortfall

The two principal balancing actions used 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 example, through mid-January 2012, GF staffing has been reduced by 273 full time employees (FTEs), an 18% reduction from the FY 2009 peak staffing level of 1,501 FTEs, to 1,228 FTEs. Accompanying these staff reductions have been service and program modifications. Impacts to essential health and safety related services and programs have been minimized.

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

On the operating side, the recommended budget provides for:

- Gradual rebuilding of GF fund balance to address the declining GF fund balance.
- Continuation of debt service restructuring to establish a payment stream that is more in line with available resources.

- Continued evaluation of departmental operations to increase effectiveness (adding value) and efficiency (maximizing resources) with reductions in ongoing expenditures where possible.
- Continued stable funding for public safety.
- End of employee furloughs and Memorandum of Understanding deferrals.
- Incorporation of retirement rate changes into the base budget.

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

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

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

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

FY 2013 Capital Budget. On the capital side, the recommended budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase of 0.3054 for FY 2013. As presented to Council during the April 23, 2012 budget workshop and in the City Manager's Recommended FY 2013-22 Capital Improvement Plan memo, the FY 2013 secondary property tax rate increase of 0.3054 is step one of a two-step rate increase that will be staggered over two FYs, with step two being implemented for FY 2014 after Council's review.

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

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

One widespread and long-lasting impact of the recent recession is the unprecedented decline in real estate values. While this is true across the country, Arizona is consistently categorized as one of the hardest hit states for real estate value declines, along with California, Nevada and Florida. In Glendale, the impact has been especially challenging. The downward trend is expected to continue through FY 2014, the fifth consecutive year of property valuation decline, when Glendale's secondary assessed valuation is estimated to drop to $1.05B (the FY 2014 figure is based on the preliminary notices from the Maricopa County Assessor's Office). The $1.05B low will represent a 52% decline from the peak of $2.2B in FY 2009. This unprecedented decline was unimaginable just a few years ago and certainly could not have been predicted based on a long history of changes in assessed valuation.

Organizational Changes to be Incorporated into the FY 2013 Operating Budget. Effective with the FY 2013 final budget, the following organizational changes will be made to realign operations to more closely match the needs of our external and internal customers and to reflect changes to processes to make them even more effective and efficient:

- The Materials Management (purchasing) Division will move from the Compliance and Asset Management Department to the Financial Services Department. This move protects the independence and impartiality of the audit staff.
- The Materials Control Warehouse Division will move from the Compliance and Asset Management Department to the Public Works Department. This relocation pairs similar operations together for greater synergy within Public Works.
- As a result of the changes addressed in the prior two bullet points, the name of the Compliance and Asset Management Department will change to the Internal Audit Department.
- The Mapping and Records Division will move from the Public Works Department to the Planning Division within the Community and Economic Development Department (see below). This relocation pairs similar GIS and mapping operations together for greater synergy.
- In an effort to provide more seamless continuity for development projects from inception to certificate of occupancy, as well as increase communication and customer service for both internal and external clients, the current Planning and Building Safety Departments will move from the development services area to report through the current Economic Development Department. As a result of this change, the current Economic Development, Building Safety and Planning Departments will be combined and work collectively under the new Community and Economic Development Department to provide an opportunity to be even more effective and responsive to businesses despite the significant combined reduction in workforce.
- As a result of the changes addressed in the prior bullet point, the current Development, Neighborhood and Human Services Department will change to the Neighborhood and

Human Services Department. In addition, the remaining staff and functions of the current Neighborhood Partnership Office will move to the Code Compliance work group.

- The emergency management component of the homeland security function in the Police Department will move to the Fire Department; the Police Department will retain the homeland security component within its other operations

The FY 2013 budget reflects the reorganization that became effective in June 2011 with the revisions identified in the preceding bullet points. The resulting departments, therefore, are the following for FY 2013 (in alphabetical order):

- City Attorney's Office
- City Clerk Department
- City Court Department
- City Manager Department
- Communications Department
- Community and Economic Development Department
- Financial Services Department
- Fire Services Department
- Human Resources and Risk Management Department
- Intergovernmental Programs Department
- Internal Audit Department
- Mayor and Council
- Neighborhood and Human Services Department
- Non-Departmental
- Parks, Recreation and Library Department
- Police Services Department
- Public Works Department
- Technology and Innovation Department
- Transportation Services Department and
- Water Services Department.

Previous Council/Staff Actions: City Council reviewed the FY 2012-13 tentative budget and adopted a resolution formally approving the tentative operating, capital, debt service and contingency appropriation budget at the May 22, 2012, evening meeting. At that time Council also gave notice of the date for the June 12, 2012 public hearings on the FY 2012-13 final budget and the FY 2012-13 property tax levy and the June 26, 2012 date for the adoption of the FY 2012-13 property tax levy. Public notices regarding this information were published in the *Glendale Star* on May 31 and June 7, 2012.

The 8th budget workshop occurred on April 23, 2012.
The 7th budget workshop occurred on April 17, 2012.
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The 4th budget workshop occurred on March 6, 2012.
The 3rd budget workshop occurred on February 28, 2012.

The 2nd budget workshop occurred on February 21, 2012.
The 1st budget workshop occurred on February 14, 2012.

At the January 10, 2012 Council meeting, an ordinance was adopted authorizing the refunding/restructuring of outstanding water/sewer revenue obligations and Municipal Property Corporation (MPC) excise tax revenue bonds and authorizing the issuance of these bonds in an amount not to exceed $99 million and $70 million respectively.

At the January 3, 2012 Council workshop, staff presented the debt management plan and options related to refinancing outstanding MPC debt and refunding outstanding water/sewer debt.

Community Benefit: Glendale's budget is an important financial, planning and public communication tool. It gives residents and businesses a clear and concise view of the city's direction for public services, operations and capital facilities and equipment. It also provides the community with a better understanding of the city's ongoing needs for stable revenue sources to fund public services, ongoing operations, and capital facilities and equipment.

The budget provides Council, residents and businesses with a means to evaluate the city's financial stability.

Public Input: The material that was reviewed in the budget workshops is contained in the budget book posted with today's meeting agenda.

Public notices were printed in the May 31 and June 7, 2012 issues of *The Glendale Star* regarding the date, time and location for the public hearings regarding the FY 2012-13 final budget and the FY 2012-13 property tax levy as well as the date for the adoption of the property tax levy.

Budget Impacts & Costs: The annual budget (all funds) for the city is divided into four major components that include all appropriations. The total budget, including all four components, is $579 million for FY 2013. The four components and their respective total amounts for FY 2013 are as follows:

- The *operating budget* finances the day-to-day provision of city services and totals $347.7 million. Since the adoption of the tentative budget at the May 22, 2012, meeting, one (1) million in appropriation authority has been transferred from fund 1840, the city's grant fund, to fund 1780, arena special revenue, for capital-related renewal and replacement expenses at the arena that are tied to the new Coyotes ownership contract. The total appropriation for the operating budget remains unchanged at $347.7 million and the total appropriation across all funds remains unchanged at $579 million.
- The *capital improvement budget* funds the construction and repair of city assets including roads, public amenities and other infrastructure throughout the city. The capital improvement budget totals $106.2 million.
- The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $86 million.

- The final component of the budget is the *contingency appropriation*, which is made up of fund reserves and is available to cover emergency expenses or revenue shortages should they arise during the fiscal year. The contingency appropriation for this fiscal year totals $39.1 million.

The total budget of $579 million represents a decrease of 9.2% from the FY 2012 total budget of $638 million. The decrease is the result of operating and capital budget reductions to address constrained revenues.

Recommendation: Conduct a public hearing on the proposed final budget and then convene in a special meeting, waive reading beyond the title, and adopt a resolution approving the FY 2012-13 final budget.

SPECIAL BUDGET MEETING (TO ADOPT FISCAL YEAR 2012-13 FINAL BUDGET)

ADJOURN SPECIAL BUDGET MEETING AND RECONVENE REGULAR COUNCIL MEETING

RESOLUTIONS

23. 2012 COMMUNITY HOUSING AGENCY PLAN

Purpose: This is a request for City Council to ratify the execution and submittal of the City of Glendale's 2012 Agency Plan administered by the city's Community Housing Division to the U.S. Department of Housing and Urban Development (HUD).

Background: Federal regulation requires that all housing authorities have an Agency Plan, and that the Plan be updated and submitted to HUD annually. The Plan includes the Public Housing Five Year Capital Fund Action Plan, the PHA Five Year and Annual Plan, including the Violence Against Women Act addendum. The Plan also includes the Section 8 Administrative Plan and Public Housing Admissions and Continued Occupancy Policy, which govern the administration of the rental assistance programs.

Changes to the 2012 Agency Plan include those that are generally routine in nature and dictated by federal regulation. These 2012 Agency Plan updates will be incorporated into all associated forms, letters and other documents, and where applicable, the Community Housing Division's internal procedures. Any approved policy updates that affect the conventional public housing residents are also reflected in the conventional public housing lease document. All changes were reviewed by the Glendale City Attorney's Office and taken to the Community Development Advisory Committee for review and approval.

The receipt of the city's annual federal capital fund money is contingent upon the timely submittal and HUD's approval of the 2012 Agency Plan. Therefore, in order to ensure receipt of these funds, the Glendale Community Housing Division submitted the 2012 Agency Plan to HUD on April 13, 2012.

Community Benefit: The capital funds are used for modernization and improvements for the city's public housing communities, and to provide Glendale's most needy families with affordable housing. The city owns and operates three public housing communities that house 155 low-income families.

Public Input: On March 15, 2012, the Community Development Advisory Committee held a public hearing and subsequently unanimously recommended approval of the 2012 Agency Plan. No comments were received at the public hearing.

On January 26, 2012, a Notice of Public Hearing was published in the Glendale Star and posted on the city's website. In addition, the 2012 Agency Plan was posted in its entirety on the city's website to solicit public comments.

In January of each year, the Glendale Community Housing Division solicits input from program participants in both the Conventional Public Housing and Section 8 Housing Choice Voucher programs on the development of the agency plans.

Budget Impacts & Costs: The 2012 federal capital fund for Glendale Housing is $190,672. The Capital Fund Program Five-Year Action Plan includes this funding for modernization and improvements of the three public housing communities.

Recommendation: Waive reading beyond the title and adopt a resolution ratifying the execution and submission of the City of Glendale's 2012 Agency Plan administered by the city's Community Housing Division to Housing and Urban Development.

REQUEST FOR FUTURE WORKSHOP AND EXECUTIVE SESSION

CITIZEN COMMENTS

If you wish to speak on a matter concerning Glendale city government that is not on the printed agenda, please fill out a Citizen Comments Card located in the back of the Council Chambers and give it to the City Clerk before the meeting starts. The City Council can only act on matters that are on the printed agenda, but may refer the matter to the City Manager for follow up. Once your name is called by the Mayor, proceed to the podium, state your name and address for the record and limit your comments to a period of five minutes or less.

COUNCIL COMMENTS AND SUGGESTIONS

ADJOURNMENT

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

(i) discussion or consideration of personnel matters (A.R.S. §38-431.03 (A)(1));
(ii) discussion or consideration of records exempt by law from public inspection (A.R.S. §38-431.03 (A)(2));
(iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. §38-431.03 (A)(3));

(iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. §38-431.03 (A)(4));

(v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. §38-431.03 (A)(5)); or

(vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. §38-431.03 (A)(7)).

MINUTES OF THE
GLENDALE CITY COUNCIL MEETING
Council Chambers
5850 West Glendale Avenue
May 22, 2012
7:00 p.m.

The meeting was called to order by Mayor Elaine M. Scruggs, with Vice Mayor Steven E. Frate and the following Councilmembers present: Norma S. Alvarez, Joyce V. Clark, Yvonne J. Knaack, H. Philip Lieberman and Manuel D. Martinez.

Also present were Ed Beasley, City Manager; Horatio Skeete, Assistant City Manager; Craig Tindall, City Attorney; and Pamela Hanna, City Clerk.

Mayor Scruggs called for the Pledge of Allegiance and a moment of silence was observed.

COMPLIANCE WITH ARTICLE VII, SECTION 6(c) OF THE GLENDALE CHARTER

A statement was filed by the City Clerk that the 5 resolutions and 2 ordinances to be considered at the meeting were available for public examination and the title posted at City Hall more than 72 hours in advance of the meeting.

APPROVAL OF THE MINUTES OF THE MAY 8, 2012 CITY COUNCIL MEETING

It was moved by Clark, and seconded by Frate, to dispense with the reading of the minutes of the May 8, 2012 Regular City Council meeting, as each member of the Council had been provided copies in advance, and approve them as written. The motion carried unanimously.

BOARDS, COMMISSIONS AND OTHER BODIES

BOARDS, COMMISSIONS AND OTHER BODIES

This is a request for City Council to approve the recommended appointments to the following boards, commissions and other bodies that have a vacancy or expired term and for the Mayor to administer the Oath of Office to those appointees in attendance.

Ad-Hoc Water and Sewer Task Force

Daniel Leimeter	Cholla	Appointment	05/22/2012	12/31/2012
Bob Richards	Cholla	Appointment	05/22/2012	12/31/2012

Board of Adjustment

Jack Bethel	Barrel	Reappointment	06/30/2012	06/30/2014
Jeff Blake	Mayoral	Reappointment	06/30/2012	06/30/2014
Mark "Ryan" Mander	Sahuaro	Reappointment	06/29/2012	06/29/2014
Jeff Blake – Chair	Mayoral	Reappointment	06/30/2012	06/30/2013
Cathy Cheshier – Vice Chair	Cholla	Reappointment	06/30/2012	06/30/2013

Citizens Advisory Commission on Neighborhoods

Melissa Neighbors	Cholla	Appointment	06/30/2012	06/30/2014
Jonathan Larkin	Cactus	Reappointment	06/30/2012	06/30/2014
Carl Dietzman	Ocotillo	Appointment	06/30/2012	06/30/2014
Joshua Marshall	Cactus	Appointment	06/30/2012	06/30/2014
Cathy Corella	Barrel	Appointment	06/30/2012	06/30/2014
Barbara Cole – Chair	Cactus	Appointment	06/30/2012	06/30/2013
Jonathan Larkin – Vice Chair	Cactus	Appointment	06/30/2012	06/30/2013

Citizens Transportation Oversight Commission

Dorlisa Dvorak	Barrel	Appointment	05/22/2012	07/25/2013

Commission on Persons with Disabilities

Samuel Hoerner	Barrel	Appointment	05/22/2012	02/27/2014
Alika Kumar	Barrel	Appointment	05/22/2012	02/27/2014

Community Development Advisory Committee

Randy Miller	Barrel	Reappointment	05/22/2012	04/01/2014

Historic Preservation Commission

Marlowe Myers Garay	Cactus	Appointment	05/22/2012	04/13/2014

Judicial Selection Advisory Board

Terrance Mead – AZ State Bar	Sahuaro	Reappointment	05/22/2012	04/23/2015

Library Advisory Board

John Fernandes – Teen	Yucca	Appointment	05/27/2012	05/27/2013

The recommendation is to make appointments to the boards, commissions and other bodies and administer the Oaths of Office.

It was moved by Clark, and seconded by Martinez, to appoint Daniel Leimeter and Bob Richards to the Ad-Hoc Water and Sewer Task Force; Jack Bethel, Jeff Blake, Mark "Ryan" Mander, and Cathy Cheshier to the Board of Adjustment; Melissa Neighbors, Jonathan Larkin, Carl Dietzman, Joshua Marshall, Cathy Corella, and Barbara Cole to the Citizens Advisory Commission on Neighborhoods; Dorlisa Dvorak to the Citizens Transportation Oversight Commission; Samuel Hoerner and Alika Kumar to the Commission on Persons with Disabilities; Randy Miller to the Community Development Advisory Committee; Marlowe Myers Garay to the Historic Preservation Commission;

Terrance Mead to the Judicial Selection Advisory Board and John Fernandes to the Library Advisory Board, for the terms listed above. The motion carried unanimously.

Mayor Scruggs called those present forward and issued the oath of office.

PROCLAMATIONS AND AWARDS

2012 RUTH BYRNE HISTORIC PRESERVATION AWARD

This is a request for City Council to present the 2012 Ruth Byrne Historic Preservation Award to Ron Short for his dedication to the preservation of Glendale's historic heritage.

The Ruth Byrne Historic Preservation Award was established in 1996. The purpose of the award is to recognize individuals or organizations that have made significant contributions to the preservation of Glendale's historic and cultural resources. This prestigious award is named after Ruth Byrne, a Glendale native, in honor of her dedicated work and ongoing efforts to preserve Glendale's history.

Each year, Council presents the award during the month of May in recognition of National Historic Preservation Month. This year four individuals were nominated for their contributions to historic preservation in Glendale. After careful review and evaluation of each nomination, the Historic Preservation Commission selected Ron Short as the award recipient.

Since his retirement from the City of Glendale in 2010, Ron has emerged as an influential advocate for historic preservation in the private sector. In his current role as Vice President of the Glendale Arizona Historical Society, Ron has been an instrumental part of a very dedicated group of people who educate and promote Glendale's heritage.

Ron actively volunteers for the Historical Society's "Wedding Belles," which is the name for a group of individuals that help facilitate the rose garden weddings performed at Sahuaro Ranch Park. He organizes monthly meetings and programs for the society at historic sites such as the Glendale High School Auditorium, the C.L. Tinker House, the Beet Sugar Factory, and the Thunderbird Air Control Tower.

Recognizing the value of keeping Glendale's history alive, Ron volunteered to write historic preservation articles for the Glendale Civic Pride Ambassadors Newsletter. He also prepared a Glendale Civic Pride Ambassadors grant application on behalf of the Glendale Arizona Historical Society for a bronze interpretative plaque for the Messinger House.

Ron was instrumental in obtaining funding through another Glendale Civic Pride Ambassadors grant application on behalf of the Glendale Arizona Historical Society for procuring historic district metal street signs for the Thunderbird Estates/McDonald Addition, which has given enormous aesthetic value to the community.

Ron assisted in organizing an annual fundraiser for Glendale's Manistee Ranch, which helped to offset the expense of maintaining the house and grounds. This event also helped create public

awareness to the history of this property, which assisted the Glendale Arizona Historical Society in ensuring the preservation of Manistee Ranch. The theme for this event was called "A Day at Manistee Ranch." The event tied in nicely with the Arizona Centennial celebration.

Ron is also an active member of the Arizona Preservation Foundation, a non-profit organization that promotes statewide historic preservation. The foundation is dedicated to preserving Arizona's historical, archaeological, architectural, and cultural resources. Through this organization and the Glendale Arizona Historical Society, Ron is a participating member of the Annual Statewide Historic Preservation Conference.

Ron has gained the admiration and respect of the community through his tireless commitment to historic preservation. By sharing his knowledge, Ron has made his mark as a true champion of historic preservation. Because of his continuing support and devotion to this cause, Ron has remained an indispensable figure in the Glendale community.

The recommendation is to present the 2012 Ruth Byrne Historic Preservation Award to Ron Short for his dedication to the preservation of Glendale's historic heritage.

Mayor Scruggs called Ruth Byrne forward to assist in the presentation of the award. Mayor Scruggs called Ron Short forward as well as Jocoba Worsdell, Chairperson of the Historic Preservation Commission. The award was presented to Ron Short.

Ms. Ruth Byrne thanked Mr. Short for all the wonderful achievements he has done for the Historical Preservation Committee and the whole Glendale area.

Mr. Short thanked the Council and especially the city staff for their continued support of the Historical Preservation effort.

CONSENT AGENDA

Items on the consent agenda are of a routine nature or have been previously studied by the City Council at a work session. They are intended to be acted upon in one motion.

Mr. Ed Beasley, City Manager, read agenda item numbers 1 through 4 and Ms. Pamela Hanna, City Clerk, read consent agenda resolution item numbers 5 through 7 by number and title.

Mayor Scruggs commented that she had speaker's cards for item number 2, so that item would be heard separately.

1. LIQUOR LICENSE NO. 5-5999, BRAVI TUSCAN KITCHEN

This is a request for City Council to approve a new, non-transferable series 12 (Restaurant) license for Bravi Tuscan Kitchen located at 5940 West Union Hills Drive, Suite E-100. The Arizona Department of Liquor Licenses and Control application (No. 12079090) was submitted by Odisho Koryakos Dinkha.

The location of the establishment is 5940 West Union Hills Drive, Suite E-100 in the Cholla District. The property is zoned C-2 (General Commercial). The population density within a one-mile radius is 14,430. Bravi Tuscan Kitchen is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area. The current number of liquor licenses within a one-mile radius is as listed below.

Series	**Type**	**Quantity**
06	Bar - All Liquor	1
09	Liquor Store - All Liquor	2
12	Restaurant	8
	Total	**11**

The City of Glendale Planning, Police, and Fire Departments have reviewed the application and determined that it meets all technical requirements.

No public protests were received during the 20-day posting period.

Based on information provided under the background, it is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

2. LIQUOR LICENSE NO. 5-6045, THE GLENDALE PUBLIC MARKET

This item was heard separately after the consent agenda items.

3. MATERIALS RECOVERY FACILITY SORTING LINE CONTROL SYSTEM UPGRADE

This is a request for City Council to authorize the City Manager to enter into an agreement for a sole source purchase of a sorting line control system upgrade for the Materials Recovery Facility (MRF) from Advanced MRF Acquisitions Company, a subsidiary of CP Manufacturing, Inc., in an amount not to exceed $115,537.16.

During construction of the MRF in 1999, CP Manufacturing Inc. was awarded the contract to design and install the recyclables processing equipment including the sorting line control system. The electrical components, computers, and software used to operate the existing sorting line control system are copyright-protected and represent a proprietary design by CP Manufacturing Inc. This company does not license other distributors to distribute or install its software.

Due to the age of the current system and technical advances in control systems components, staff determined it would be more cost effective to upgrade both the electrical controls and the computer software program in order for the entire sorting line system to continue to function properly and efficiently. The sorting line system components must be purchased and installed through CP Manufacturing Inc. and its subsidiary company, Advanced MRF Acquisitions Company, to ensure integration and compatibility with the proprietary computer control system

software. This upgrade project will extend the operational life of the MRF sorting line control system for an additional ten years or more.

The Public Works Department has submitted all necessary documentation to request a sole source procurement, and after careful review, the Materials Manager concurs that a sole source procurement is appropriate under City Code.

In October 1999, Council awarded a contract to CP Manufacturing, Inc. for design, manufacturing and installation of the MRF processing equipment.

Funds are available in the FY 2011-12 operating budget of the Field Operations Department.

Grants	**Capital Expense**	**One-Time Cost**	**Budgeted**	**Unbudgeted**	**Total**
		X	X		$115,537.16

Account Name, Fund, Account and Line Item Number:
MRF Operations, Account No. 2440-17750-524400, $115,537.16

The recommendation is to authorize the City Manager to enter into an agreement for a sole source purchase of a sorting line control system upgrade for the Materials Recovery Facility from Advanced MRF Acquisitions Company, a subsidiary of CP Manufacturing, Inc., in an amount not to exceed $115,537.16.

4. AWARD OF PROPOSAL FOR DEVELOPMENT OF INFRASTRUCTURE IMPROVEMENT PLAN AND DEVELOPMENT IMPACT FEE REPORT

This is a request for City Council to award the proposal and authorize the City Manager to enter into a professional services agreement with Tischler Bise, Inc. in an amount not to exceed $150,000 for the development of an infrastructure improvement plan and development impact fee report.

Development Impact Fees (DIF) are one-time charges to developers that are used to offset capital costs resulting from new development that necessitate the installation of new infrastructure to serve growth in a municipality. This allows the municipality to provide the same level of service to new growth and to existing residents without shifting the cost of growth related projects to the existing residents.

On April 26, 2011, Governor Brewer signed into law Senate Bill 1525 with an effective date of January 1, 2012. The new law prohibits cities from collecting impact fees in the sanitation, landfill and general government categories. The water, sewer and roadways categories were modified as well, requiring impact fees to be applied to a specific geographic location and have a direct and beneficial relationship to the development. In addition to these specific category restrictions, impact fees cannot be collected or applied to a number of types of infrastructure including aquatic centers, arts and cultural centers, equestrian facilities, golf course facilities, and museums. For the remaining permissible categories, a municipality can only spend impact fees

on certain facilities as stipulated in the law. For example, recreation facilities larger than 3,000 square feet and library facilities larger than 10,000 square feet cannot be used for impact fee calculations, nor have impact fees used for their construction or equipment. It also disallows the use of impact fees for upgrading, updating, expanding, correcting or replacing existing necessary public services to serve existing development in order to meet stricter safety, efficiency, environmental or regulatory standards.

The new law requires municipalities to replace all existing programs with fees allowable under the law, otherwise impact fees cannot be collected, and municipalities are required to adopt an Infrastructure Improvement Plan (IIP) identifying necessary public services that are the subject of development fees by August 1, 2014. To this end, the city issued a request for proposal (RFP) to engage the one-time services of a consulting firm with demonstrated experience to advise and assist with the development of an IIP, in compliance with the State of Arizona's new state statutes regarding impact fees, and to prepare and write a DIF report based on the IIP for the city. The IIP and DIF report are anticipated to be completed and ready for presentation at a Council Workshop Meeting in early 2013. The timeline allows for appropriate study, discussion, adoption and implementation in order to meet the State mandated deadline.

Three offers were received in response to RFP 12-20 Development of Impact Fees, Infrastructure Improvement Plan and Associated Documents. An evaluation committee consisting of staff from Budget, Building Safety, Planning, Public Works, and Parks, Recreation and Library reviewed the offers. Specific evaluation factors considered in the review included: scope of service capabilities and innovation, experience/capabilities of firm and staff, references, milestone and fee statement, and costs. TischlerBise Inc. was determined to be the most responsive, responsible offer. TischlerBise Inc. has completed DIF reports for Glendale in the past.

On November 22, 2011, Council adopted an ordinance amending the city's development impact fee schedule with an effective date of December 31, 2011.

At the September 20, 2011 Workshop meeting, staff presented Council with an update on Senate Bill 1525 and changes to the impact fee program.

The IIP and DIF report are necessary for the city to be in compliance with new state statutes regarding impact fees. Further, it allows the city to determine and set impact fees so that new development will pay its proportionate share of the impact related to the development.

On November 9, 2011, staff met with representatives of the Homebuilders Association of Central Arizona, and the Arizona Multi-Housing Association to discuss the proposed fee changes and steps required for implementing the new law by August 1, 2014. Each agency concurred with the fee schedule and expressed interest in working with city staff throughout the implementation process. The process of completing the IIP and DIF report will include meetings with the stakeholder community, and public presentations at workshop and evening Council meetings.

Funds are available in the FY 2011-12 capital improvement plan. There are no operating costs associated with this project once it is completed. Under the new State law, municipalities are allowed to use previously collected fees for development of the IIP and DIF Report.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$150,000

Account Name, Fund, Account and Line Item Number:
DIF Update (Fire), Account No. 1420-77001-551200, $17,111
DIF Update (Police), Account No. 1440-77300-551200, $18,083
DIF Update (CW Parks), Account No. 1460-72502-551200, $4,210
DIF Update (CW Rec Facilities), Account No. 1480-72801-551200, $4,213
DIF Update (Library), Account No. 1500-74752-551200, $21,329
DIF Update (CW Open Space), Account No. 1520-70450-551200, $4,210
DIF Update (Park Dev Zone 1), Account No. 1540-73102-551200, $4,213
DIF Update (Park Dev Zone 2), Account No. 1560-73403-551200, $4,213
DIF Update (Park Dev Zone 3), Account No. 1580-73702-551200, $4,213
DIF Update (Roadway Imps), Account No. 1600-67809-551200, $41,963
DIF Update (General Government), Account No. 1620-77753-551200, $26,242

The recommendation is to award the proposal and authorize the City Manager to enter into a professional services agreement with TischlerBise, Inc. in an amount not to exceed $150,000 for the development of an infrastructure improvement plan and development impact fee report.

CONSENT RESOLUTIONS

5. 2010 ARIZONA DEPARTMENT OF HOMELAND SECURITY GRANT REALLOCATION

This is a request for City Council to adopt a resolution authorizing the City Manager to accept reallocated 2010 grant funding from the Arizona Department of Homeland Security (DHS) in the approximate amount of $115,000.

DHS has unused 2010 funding and has made it available to the City of Glendale. The Police Department will use this funding to replace a Bomb Squad Emergency Response Vehicle, which will enable them to maintain a high level of preparedness. The current vehicle is due for replacement. The new vehicle will be state-of-the-art and is designed specifically to house, run, and work the specialty equipment that the bomb squad maintains.

Since 1999, Glendale has been able to leverage city funds with grant funds to enhance first responder preparedness. Grant funds have been used to purchase safety equipment to protect first responders, specialized equipment for technical operations, and equipment to enhance communication efforts, as well as to develop preparedness training and to enhance prevention and intervention programs.

On October 25, 2011, Council approved the acceptance of Arizona Department of Homeland Security grants in the amount of $625,859.

This is one-time funding by the Arizona Department of Homeland Security. There is no financial match required for this grant. There will be no additional ongoing costs associated with the purchase, since the Police Department is replacing a vehicle already in the fleet.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
X					$115,000

Account Name, Fund, Account and Line Item Number:
A specific account will be established in Fund 1840, the city's grant fund, once the agreement is fully executed.

The recommendation is to waive reading beyond the title and adopt a resolution authorizing the City Manager to accept reallocated 2010 grant funding from the Arizona Department of Homeland Security in the approximate amount of $115,000.

Resolution No. 4573 New Series was read by number and title only, it being A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING THE ACCEPTANCE OF REALLOCATED FFY 2010 URBAN AREA SECURITY INITIATIVE GRANT FUNDS FROM THE ARIZONA DEPARTMENT OF HOMELAND SECURITY IN THE APPROXIMATE AMOUNT OF $115,000 ON BEHALF OF THE GLENDALE POLICE DEPARTMENT.

6. INTERGOVERNMENTAL AGREEMENT WITH ARIZONA STATE UNIVERSITY

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with Arizona State University (ASU) for the Smart Policing Initiative.

This IGA will allow the Police Department to collaborate with ASU's Center for Violence Prevention and Community Safety to continue the *Glendale Police Department Smart Policing Initiative* (Initiative).

Together, the Police Department and ASU will identify problems involving crime and disorder, develop and implement responses to the identified problems, and assess the impact of the implemented responses. The Initiative does not take any City of Glendale officers off of the street. ASU professors will guide and monitor the Initiative process and conduct an assessment of the outcome.

Glendale was one of two agencies nationwide that was awarded this grant due to the success with the first two-year Initiative. The first Initiative focused on reducing crime and disorder at certain convenience stores and apartment complexes. This new two-year Initiative will focus on career offenders and organized retail theft.

The Initiative will allow ASU and the Police Department to continue a collaborative approach to strengthen efforts to reduce crime in neighborhoods.

On October 25, 2011, Council approved acceptance of a Smart Policing Grant from the Department of Justice Office of Justice Programs in the approximate amount of $237,451.

All costs associated with the Initiative and this IGA are covered using funds from the Smart Policing Subgrant from the Department of Justice, Office of Justice Programs.

The recommendation is to waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with Arizona State University for the Smart Policing Initiative.

Resolution No. 4574 New Series was read by number and title only, it being A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT WITH ARIZONA STATE UNIVERSITY FOR THE SMART POLICING GRANT PROGRAM ON BEHALF OF THE GLENDALE POLICE DEPARTMENT.

7. INTERGOVERNMENTAL AGREEMENT WITH MARICOPA COUNTY FLOOD CONTROL DISTRICT FOR CAMELBACK ROAD STORM DRAIN EASEMENT

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with Maricopa County Flood Control District (MCFCD), to grant the city an easement at 67th Avenue and Camelback Road.

In March of 2012 the construction of the Camelback Road Storm Drain project was completed. This project is the fifth and final phase of a multi-phase construction project which included the construction of the Bethany Home Outfall Channel and the Bethany Home Road Storm Drain.

Two catch basins, which are a part of the completed storm drain, are located in a private parking lot. Easements for the two catch basins were purchased by MCFCD and are being granted to the city through an assignment of easement. The city is responsible for the maintenance of the storm drain system as part of an IGA with MCFCD. This easement will allow the city access to maintain the catch basins as part of the storm drain system.

On September 10, 2002, Council approved an IGA with MCFCD and the cities of Phoenix and Glendale for the construction of the Bethany Home Outfall Channel, including the Camelback Road Storm Drain, for the city's share in the construction in the amount of $9,350,000. The terms of the IGA included acceptance of the operation and maintenance of the areas within Glendale.

The recommendation is to waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with Maricopa County Flood Control District to grant the city an easement at 67th Avenue and Camelback Road.

Resolution No. 4575 New Series was read by number and title only, it being A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT ENTITLED, "ASSIGNMENT OF EASEMENT" WITH THE MARICOPA COUNTY FLOOD CONTROL DISTRICT GRANTING THE CITY OF GLENDALE AN EASEMENT AT 67TH AVENUE AND CAMELBACK ROAD FOR THE CAMELBACK ROAD STORM DRAIN PROJECT.

It was moved by Frate and seconded by Knaack, to approve the recommended actions on Consent Agenda Item Nos. 1 and 3 through 7, including the approval and adoption of Resolution No. 4573 New Series, Resolution No. 4574 New Series, and Resolution No. 4575 New Series; and to forward Liquor License Application No. 5-5999 for Bravi Tuscan Kitchen to the State of Arizona Department of Liquor Licenses and Control, with the recommendation for approval. The motion carried unanimously.

2. LIQUOR LICENSE NO. 5-6045, THE GLENDALE PUBLIC MARKET

This item was heard separately from the consent agenda.

Susan Matousek, Revenue Administrator, presented this item.

This is a request for City Council to deny a person-to-person, location-to-location transferable series 7 (Bar - Beer and Wine) license for The Glendale Public Market located at 5650 North 55th Avenue. The Arizona Department of Liquor Licenses and Control application (No. 07070360) was submitted by Travis Allen Brown.

The location of the establishment is 5650 North 55th Avenue in the Ocotillo District. The property is zoned M-2 (Heavy Industrial). The population density within a one-mile radius is 19,527. This series 7 is a new license, therefore, the approval of this license will increase the number of liquor licenses in the area by one. The current number of liquor licenses within a one-mile radius is as listed below.

Series	**Type**	**Quantity**
06	Bar - All Liquor	8
07	Bar - Beer and Wine	1
09	Liquor Store - All Liquor	4
10	Liquor Store - Beer and Wine	14
12	Restaurant	3
14	Private Club	1
	Total	**31**

The City of Glendale Planning and Fire Departments have reviewed the application and determined that it meets all technical requirements. However, as a result of information obtained in the course of the background investigation for this application, the Glendale Police Department is recommending denial. The recommendation is based on applicant's failure to meet the public convenience and best interest of the community requirements as set forth in A.R.S. § 4-201(I).

No public protests were received during the 20-day posting period.

Based on information provided under the background, it is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of denial.

Councilmember Lieberman offered a stipulation to a motion, to not sell liquor during the movie, since that was the only concern on this application. City Attorney Craig Tindall stated that liquor licensing law does not provide for stipulations on liquor licenses.

Greg Dominguez, Assistant Police Chief, presented information. He explained the problem was the city could not stipulate when the alcohol is sold, therefore, it can be sold during the movie. Additionally, it can be bought and taken to anyone in a vehicle. The application is for the Public Market, a daytime business, but since we cannot stipulate when alcohol is sold, it can be sold during the drive in theater operational hours. If a person is even slightly impaired, and the keys are in the ignition, which is what happens at a theater, they are in conflict of the DUI laws at that point.

Vice Mayor Frate thanked Assistant Police Chief Dominguez for his explanation and their reasons for denial.

Councilmember Clark inquired as to the suggestion of fencing off an area.

Assistant Police Chief Dominguez stated he was aware of a discussion of that possibility; however, it was not a part of this application. He would look into it again if there was something on the application for that stipulation.

Andrew McCullough, applicant, with SYUFY Properties, Inc., stated the company has owned this property since the 1970's and have been a good upstanding member of the community. The drive-in has served two generations of customers. He explained SYUFY Properties and their affiliates is the largest operator of drive-in movie theaters in the country with theaters in Nevada, California and Arizona. What they are seeking today was no different than what they do at their other drive-in properties. He added they have never had a liquor license revoked or suspended or ever been cited for any violation regarding the liquor laws in any state or have a history with problems serving alcohol. He referred to the deed restriction offered in the application which states that there will be no service of alcohol after sunset so long as the drive-in is operated on this property. He noted the concern that this restriction may not be enforceable in Arizona. This restriction was enforceable in California and they believed it was also enforceable in Arizona. However, there is no case or statute on point on this matter. In regards to restricting the service

of alcohol to a confined area, they would rather not do so because of how the vendors are spread out throughout property as customers go through the entire 10 acres shopping. However, should the recommendation of denial occur, he would ask that this item be continued so they can have time to revise their application, for a restricted area for the sale of alcohol.

Councilmember Martinez asked if there were any public or flea markets that served alcohol. Mr. McCullough replied yes. He stated a competitor has opened a public market directly across the street from them and they are licensed to sell alcohol. They would like an even playing field. When the public market closes, everyone leaves; there is no cross over between the public market and the drive in theater.

Councilmember Knaack noted the other swap market was in an enclosed building which makes a difference. She expressed her concern of monitoring the large 10 acre area with family and kids running around an outdoor setting, plus the neighboring business doesn't have a drive-in theater onsite. Mr. McCullough explained the restrictions and limits they had in place regarding the sale of liquor to minors as well as their renovation plans for a kiosk from where to sell alcohol products. He added the business across the street was planning to sell alcohol outside the building as well.

Councilmember Knaack asked the City Attorney if the other business would be allowed to sell liquor outside their building. Mr. Tindall replied he was not clear on the matter. He asked Susan Matousek, Revenue Administrator to clarify. Ms. Matousek replied she would have to go back and look at their submitted application which includes the plans of where alcohol can be sold.

Jerry H. Lewkowitz, applicant's attorney, agreed with Assistant Police Chief Dominguez that it would be disastrous if sales were allowed to individuals that come in for a movie; not knowing who the occupants of the vehicles are. However, the bottom line is that they will not be selling beer and wine at the movie; they will be closing at five o'clock. He reminded the Council of the deed restriction offered by the company.

Vice Mayor Frate stated he understands their intentions, however, if someone was to be injured or killed, they will come back and say the city approved it. He believes they would be held liable if the Council approves this, since the Council simply trusted the company to do the right thing. Mr. Lewkowitz disagreed and added the city would not be liable since they are not selling liquor after five.

Councilmember Alvarez inquired as to the deed restriction and if this can be done, and then we can go ahead and approve the application. If we deny the application, the can go to the state anyway.

Mayor Scruggs asked Mr. Lewkowitz to sit down as Council had additional questions of staff. She continued that this would be a good time to confer with staff and asked if Mr. Tindall would answer Councilmember Alvarez's questions?

Mr. Tindall stated the deed restriction would not be legal. However, the question is whether the city has enough interest in that type of property restriction to enforce it if it is enforceable. The other question was issues with state law regarding liquor restrictions.

Councilmember Alvarez asked if those questions could be addressed later on or is it just not possible.

Mr. Tindall noted the city has addressed the questions fully; Arizona law does not give any indication they are enforceable.

Councilmember Lieberman commented on Vice Mayor Frate's remark that the city might be liable if someone might get inquired or killed. He stated it simply did not work that way and this was no different from any other liquor license they have approved and the city's liability associated with it.

It was moved by Lieberman to continue the application on this liquor license to one of the next two council meetings, if the applicant can live with that.

City Attorney Craig Tindall stated that due to the time frame requirements the City has to respond to the liquor board, the City would not be able to wait if they were going to take some action. June 2nd is the deadline for a recommendation.

Mayor Scruggs stated that there would not be enough time to have another meeting before the information must be sent to the state.

Councilmember Martinez inquired as to the process and requirements of receiving a liquor license. Ms. Matousek explained the applicant would submit an application to the state; the application is forwarded to the local jurisdiction which will have 60 days to review the application and then submit their recommendation. We do not have the qualifications for the state. Councilmember Martinez expressed his concerns of swap markets applying for liquor licenses all around the city.

Councilmember Knaack stated she disapproves of this application at this point. However, she would consider the application if the liquor was sold in an enclosed area.

Councilmember Clark said she remembers attending movies with her family at this location. She believes Mr. McCullough, Mr. Lewkowitz and SYUFY Company are honorable and believes they will honor their word on what they say they are going to do. However, they as a city need some kind of assurance that creates an enforceable provision and none can be provided since the city cannot supersede state law. She will support their application for a license but would like them to independently develop deed restrictions and start with a fenced area first and eventually develop the enclosed area.

Mayor Scruggs commented that it was a very difficult situation and that Mr. McCullough presented a compelling case. She continued that she did not remember a time when she had ever voted against the police department's recommendation and they don't recommend denial very

often at all; it might be less than five percent probably less than 3 percent of the time. She added that the police department has raised some very, very serious issues and she would not be supporting this because of the police department's position. Mayor Scruggs stated that she did not believe that the state liquor board would support something over the Glendale police department's strong recommendation of denial. She concluded that the applicant could make a nice case and it sounded like they ran a good business; however, she wished that they would have chosen to maybe withdraw the application and work better with staff, but that was her opinion.

It was moved by Lieberman, and seconded by Clark, to forward the application to the Arizona Department of Liquor Licenses and Control with a recommendation to approve the liquor license application. The motion failed. Ayes: Alvarez, Clark and Lieberman. Nays: Frate, Knaack, Martinez and Scruggs.

Discussion held regarding the motion. City Attorney Craig Tindall explained that the motion to approve did not pass, as three voted in favor and four opposed.

It was moved by Knaack, and seconded by Martinez, to send the recommendation to the Arizona Department of Liquor Licenses and Control with a recommendation for denial. The motion carried. Ayes: Frate, Knaack, Martinez and Scruggs. Nays: Alvarez, Clark and Lieberman.

RESOLUTIONS

8. FISCAL YEAR 2012-13 TENTATIVE BUDGET

Sherry M. Schurhammer, Executive Director, Financial Services, presented this item.

This is a request for City Council to review the Fiscal Year (FY) 2012-13 tentative budget and adopt a resolution formally approving the tentative operating, capital, debt service, and contingency appropriation budget.

This is also a request for City Council to give notice of the date for public hearings on the following items:

- The FY 2012-13 final budget;
- The FY 2012-13 property tax levy and the date for the adoption of the FY 2012-13 property tax levy;
- Once Council approves the tentative budget, it will be published in a newspaper of general circulation for two weeks along with a notice of public hearings on June 12, 2012 on the final budget and the property tax levy. Council's adoption of the property tax levy will occur at the June 26, 2012, meeting.
- Council approval of the tentative budget will set the maximum level of expenditures for FY 2012-13. Adjustments and reallocation of appropriation authority may be made after adoption of the tentative budget although the total amount of appropriation cannot be increased.

- Eight Council budget workshops were conducted in February, March and April 2012 to review the draft FY 2013 budget. The City Council budget workbook was prepared to facilitate Council's review of the operating budgets for city departments. The budget workbook materials included a draft FY 2013 budget for each department.
- Two of the budget workshops were conducted in April 2012 after staff incorporated revisions to departmental operating budgets that were agreed upon by Council during earlier budget workshops. These two budget workshops were used to review the City Manager's FY 2013 recommended operating budget and the City Manager's FY 2013-22 recommended capital improvement plan.

FY 2013 Operating Budget. The national recession from which the economy is gradually recovering was felt far and wide in the country. Arizona was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs (particularly in the construction industry), decline in the numbers of individuals moving to the state, and a noticeable fall-off in the state's important tourism industry. The clearest evidence of the recession's impact is in the city's General Fund (GF) ongoing revenue. It peaked at $184.2M in FY 2008 and is expected to bottom out in the current FY at about $138M; this is a decline of almost $46.2M or 25% in the city's GF ongoing revenue.

As a result of this steep drop off in ongoing revenue, FY 2013 is the fourth consecutive year that the GF shows a sizeable shortfall between GF ongoing revenue and GF ongoing expenses including transfers. The annual shortfalls (before balancing measures were implemented) that were presented as part of each FY's City Manager's recommended budget are indicated below:

- FY 2010 identified a $14.4M shortfall
- FY 2011 identified a $31.6M shortfall
- FY 2012 identified a $27.1M shortfall
- FY 2013 identifies a $35M shortfall

The two principal balancing actions used 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 example, through mid-January 2012, GF staffing has been reduced by 273 FTEs, an 18% reduction from the FY 2009 peak staffing level of 1,501 FTEs, to 1,228 FTEs. Accompanying these staff reductions have been service and program modifications. Impacts to essential health and safety related services and programs have been minimized.

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

On the operating side, the recommended budget provides for:

- Gradual rebuilding of GF fund balance to address the declining GF fund balance.
- Continuation of debt service restructuring to establish a payment stream that is more in line with available resources.
- Continued evaluation of departmental operations to increase effectiveness (adding value) and efficiency (maximizing resources) with reductions in ongoing expenditures where possible.
- Continued stable funding for public safety.
- End of employee furloughs and Memorandum of Understanding deferrals.
- Incorporation of retirement rate changes into the base budget.
- The multi-year path to improved financial stability for the FY 2013 operating budget includes a transaction privilege (sales) tax rate increase of 0.7% to the city's undesignated portion of the rate. This increase will occur across all eligible sales tax categories and will become effective August 1, 2012. Given the information available in March 2012, a five-year forecast of revenues and expenditures that included the additional revenue expected from this action show the General Fund operating budget will return to a healthier position in approximately five fiscal years (2017). This forecast shows a projected ending fund balance of $14M for the General Fund in 2017. Based on this forecast, Council should explore the possibility of repealing all or some of the tax increase at that time.
- Other revenue enhancements to be implemented with the FY 2013 budget include an increase to the transient lodging rate (bed tax) from 3.4% to 5.0% with the increased revenue allocated for tourism promotion and related expenses. Other revenue enhancements to be implemented with the FY 2013 budget include adjustments to various fees for the use of the Civic Center and the Parks, Recreation and Library Department programs and services.

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

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

FY 2013 Capital Budget. On the capital side, the recommended budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase of 0.3054 for FY 2013. As presented to Council during the April 23, 2012 budget workshop and in the City Manager's Recommended FY 2013-22 Capital Improvement Plan memo, the FY 2013 secondary property tax rate increase of 0.3054 is step one of a two-step rate increase that will be staggered over two FYs, with step two being implemented for FY 2014 after Council's review.

- The higher secondary rates are expected to be in effect through FY 2017 based on the most current information available about future assessed valuation for property within

Glendale's corporate limits. These higher rates are required to pay for existing debt service for the G.O. bond program; no new G.O. bond sales are planned through FY 2017.

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

- One widespread and long-lasting impact of the recent recession is the unprecedented decline in real estate values. While this is true across the country, Arizona is consistently categorized as one of the hardest hit states for real estate value declines, along with California, Nevada and Florida. In Glendale, the impact has been especially challenging. The downward trend is expected to continue through FY 2014, the fifth consecutive year of property valuation decline, when Glendale's secondary assessed valuation is estimated to drop to $1.05B (the FY 2014 figure is based on the preliminary notices from the Maricopa County Assessor's Office). The $1.05B low will represent a 52% decline from the peak of $2.2B in FY 2009. This unprecedented decline was unimaginable just a few years ago and certainly could not have been predicted based on a long history of changes in assessed valuation.

Organizational Changes to be Incorporated into the FY 2013 Operating Budget. Effective with the FY 2013 final budget, the following organizational changes will be made to realign operations to more closely match the needs of our external and internal customers and to reflect changes to processes to make them even more effective and efficient:

- The Materials Management (purchasing) Division will move from the Compliance and Asset Management Department to the Financial Services Department. This move protects the independence and impartiality of the audit staff.

- The Materials Control Warehouse Division will move from the Compliance and Asset Management Department to the Public Works Department. This relocation pairs similar operations together for greater synergy within Public Works.

- As a result of the changes addressed in the prior two bullet points, the name of the Compliance and Asset Management Department will change to the Internal Audit Department.

- The Mapping and Records Division will move from the Public Works Department to the Planning Division within the Community and Economic Development Department (see below). This relocation pairs similar GIS and mapping operations together for greater synergy.

- In an effort to provide more seamless continuity for development projects from inception to certificate of occupancy, as well as increase communication and customer service for both internal and external clients, the current Planning and Building Safety Departments

will move from the development services area to report through the current Economic Development Department. As a result of this change, the current Economic Development, Building Safety and Planning Departments will be combined and work collectively under the new Community and Economic Development Department to provide an opportunity to be even more effective and responsive to businesses despite the significant combined reduction in workforce.

- As a result of the changes addressed in the prior bullet point, the current Development, Neighborhood and Human Services Department will change to the Neighborhood and Human Services Department. In addition, the remaining staff and functions of the current Neighborhood Partnership Office will move to the Code Compliance work group.

- The emergency management component of the homeland security function in the Police Department will move to the Fire Department; the Police Department will retain the homeland security component within its other operations

The FY 2013 budget reflects the reorganization that became effective in June 2011 with the revisions identified in the preceding bullet points. The resulting departments, therefore, are the following for FY 2013 (in alphabetical order):

- City Attorney's Office
- City Clerk Department
- City Court Department
- City Manager Department
- Communications Department
- Community and Economic Development Department
- Financial Services Department
- Fire Services Department
- Human Resources and Risk Management Department
- Intergovernmental Programs Department
- Internal Audit Department
- Mayor and Council
- Neighborhood and Human Services Department
- Non-Departmental
- Parks, Recreation and Library Department
- Police Services Department
- Public Works Department
- Technology and Innovation Department
- Transportation Services Department and
- Water Services Department.

Previous Council/Staff Actions:

- The 8th budget workshop occurred on April 23, 2012.
- The 7th budget workshop occurred on April 17, 2012.
- The 6th budget workshop occurred on April 3, 2012.

- The 5th budget workshop occurred on March 20, 2012.
- The 4th budget workshop occurred on March 6, 2012.
- The 3rd budget workshop occurred on February 28, 2012.
- The 2nd budget workshop occurred on February 21, 2012.
- The 1st budget workshop occurred on February 14, 2012.

At the January 10, 2012 Council meeting, an ordinance was adopted authorizing the refunding/restructuring of outstanding water/sewer revenue obligations and Municipal Property Corporation (MPC) excise tax revenue bonds and authorizing the issuance of these bonds in an amount not to exceed $99 million and $70 million respectively.

At the January 3, 2012 Council workshop, staff presented the debt management plan and options related to refinancing outstanding MPC debt and refunding outstanding water/sewer debt.

Glendale's budget is an important financial, planning and public communication tool. It gives residents and businesses a clear and concise view of the city's direction for public services, operations and capital facilities and equipment. It also provides the community with a better understanding of the city's ongoing needs for stable revenue sources to fund public services, ongoing operations, and capital facilities and equipment.

The budget provides Council, residents and businesses with a means to evaluate the city's financial stability.

The material that was reviewed in the budget workshops is contained in the budget book posted with today's meeting agenda.

The annual budget (all funds) for the city is divided into four major components that include all appropriations. The total budget, including all four components, is $579 million for FY 2013. The four components and their respective total amounts for FY 2013 are as follows:

The *operating budget* finances the day-to-day provision of city services and totals $347.7 million.

The *capital improvement budget* funds the construction and repair of city assets including roads, public amenities and other infrastructure throughout the city. The capital improvement budget totals $106.2 million.

The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $86 million.

The final component of the budget is the *contingency appropriation*, which is made up of fund reserves and is available to cover emergency expenses or revenue shortages should they arise during the fiscal year. The contingency appropriation for this fiscal year totals $39.1 million.

The total budget of $579 million represents a decrease of 9.2% from the FY 2012 total budget of $638 million. The decrease is the result of operating and capital budget reductions to address constrained revenues.

The recommendation is to waive reading beyond the title and adopt a resolution approving the FY 2012-13 tentative budget; directing publication of the tentative budget; and giving notice of the date for public hearings on the final budget and property tax levy and the date for the adoption of the property tax levy.

Horatio Skeete, Assistant City Manager, provided the introduction. He said Council approval of the tentative budget will set the maximum level of expenditures for FY 2012-13. Because of time issues, staff will not be able to present the traditional budget book council is accustomed to seeing. However, the information provided in the packet is sufficient information and contains all required information according to state law to approve the tentative budget. The action requested tonight is to set the maximum expenditure limit. He explained this was not a vote on the property tax or sales tax increases, or a vote on the bed tax increase being proposed. Those actions will come to Council at the June 12th evening meeting for action. Another difference is the addition of recital number four which is different from previous years. The City Attorney has recommended, and staff was in full support of, the recital that restricts the city manager's authority to make adjustments and transfers between departments as is regulated by the state law and the City Charter. Of note, the City Manager does have discretion to exercise some movement of appropriation between line items within any particular department. He restated city management cannot authorize and move appropriation authority between departments per the regulations of state law and the City Charter.

Sherry M. Schurhammer, Executive Director, Financial Services, presented the tentative budget for fiscal year 2013. Council approval of the FY 2013 tentative budget will set the maximum level of expenditures for the next fiscal year. The purpose is to establish the maximum amount of revenues and expenditures. Adjustments from this point forward can be made as long as the maximum amounts remain unchanged or are decreased. They cannot be increased. No tax increases are occurring with the adoption of this tentative budget; these are coming in the June evening meetings. The council consensus and direction as provided in the eight public budget workshops and summarized in the April 23rd meeting is incorporated in the FY 2013 budget, both on the reductions side and the fee adjustment side.

The FY 2013 recommended operating and capital budget provides a multiyear path to improve the city's financial stability as discussed with council. On the operating side, the recommended budget provides for gradual rebuilding of the fund balance over a five year period, continuation of debt service restructuring, continued evaluation of departmental operations, and continued stable funding for public safety, end of employee furloughs and MOU referrals, and incorporation of retirement rate changes. On the capital side the budget provides a path to improved financial stability over a five year period for the general obligation bond program, to pay existing debt service. Highlights include no rate increases for water sewer, sanitation or landfill, continuation of important city services such as current operating hours for libraries, the swim program at two major aquatic facilities, continued funding for filled sworn positions in

both police and fire, and the same operating hours and maintenance for existing parks and sports fields.

The recommendation is to waive reading beyond the title and adopt a resolution approving the FY 2013 tentative budget; directing publication of the tentative budget in the Glendale Star; and giving notice of the date for public hearings on the tentative budget and property tax levy, and the date for the adoption of the property tax levy and the final budget. Council's adoption of the property tax levy will occur at the June 26, 2012, meeting.

Ken Jones, an Ocotillo resident, remarked that when you borrow a lot of money, you have to pay it back with interest. That is not cheap. He wondered how much professional sports were costing Glendale and believes it was close $2 billion. The proposed budget is one more step to finish ruining the city's finances. If we don't delete the $17 million they were planning to give the Coyotes as a handout we will be permanently damaged. It is doing damage too many people. He noted the Coyotes should pay their own way and we won't even need to change city sales tax. I can't imagine why you keep supporting hockey.

Arthur Thruston, a Cactus resident, provided an update on the Coyote score which was tied 3-3. He stated that Ken Jones made a remark in the Wall Street Journal which stated "if you need a poster boy for how to pour your whole budget down the drain of professional sports, Glendale is the place." He also mentioned the remark from Don Kimmerle of Sanderson Ford which stated he felt betrayed because of all the support he had given to the Coyotes when the city has turned on him with possibly increasing sales taxes. Mr. Thruston noted Sanderson Ford cannot compete with other cities with a tax hike. He discussed how the city has cut programs in order to provide for the hockey team and sports. He said the blame lies on the shoulders of Clark, Frate, Knaack, and Martinez and they will make the decision that will affect Glendale families for the next 20 years. Mr. Thurston read several newspaper titles and articles regarding Coyotes and NHL.

Manuel Cruz, a Yucca resident, stated should this item pass; he believes the quality of their lives in Glendale will be negatively affected for many years to come. As a citizen in Glendale, he opposes this budget.

Mayor Scruggs called for questions from the Council.

Councilmember Clark stated she would like to clear up some things from her perspective. She explained that while reviewing the budget book, she had listed the entire city's long term debt. She noted most of the MPC debt does not come due until 2033. Most of the debt is over the next 25 years. She stated the city's total debt for 2013 is $88,453,638. Of that amount, 19% is MPC debt or $16 million; 28% of the debt is for the issuance of general obligation bonds or $25 million; 24% of the debt is for water and sewer infrastructure or $21 million; 5% is for street and highway repayment of bonds or $4 million; 15% is public facility corporation debt or $13 million, and 8% of the debt is transportation bonds or $7 million. The G.O. bonds issued over the past 10 years have paid for such things as the Foothills Recreation Center, Adult Center, new fire stations, Gateway Police Station, Regional Public Safety Training Facility, and Grand Canal Linear Park, just to name a few things. This year the city has to pay $25 million on those bonds which come from the capital improvement projects paid with property taxes; however, the

amount of property taxes we take in has gone down 50% or better. She noted the city simply did not have enough funds to pay the debt on the G.O. bonds for capital improvement projects. She remarked this was a factor of the economy and not because the city did something wrong. She provided information on what the different bonds provided the city and reiterated the city had done nothing wrong with the issuance of these bonds and the problem occurred because of the recession. This is over a 20 to 25 years period and only a very small portion can be attributed to the Coyote issue.

Councilmember Clark stated the first fact related to the Coyote's arena management fee that should be known was that the city's funding deficient without the proposed arena management agreement would only be between $3 and $7 million lower than currently projected. Therefore, if they take the Coyotes out of the equation, it only lowers the city's deficit by $3 to $7 million than is currently projected. She explained they were not approving the final budget with a sales tax or property tax increase tonight, but only setting the upper limit spending levy of the city. She realizes that at the June meetings there will be many people speaking against and for the proposed budget for FY 2013. She noted she was the only member on the Council running for re-election and yet she supports the proposed sales and property tax increases. She knows this possibly was not the smartest thing to do, however, she strongly believes it was the right thing to do at the right time, right now. The property taxes need to go up to pay for all the amenities they all enjoy. The sales tax has to go up, at least in the short term, because she believes the city is spending more than they are taking in. This is probably the most important issue they have had to deal with in the past 20 years. She noted the city has lowered property taxes when appropriate and that may be part of the problem they are now facing. The city lowered property taxes when times were good but now times are bad and they need to be raised. She discussed the amount of time the Council spent on the budget in order to keep as much of the amenities for the citizens as possible while trying to cut cost and balance the budget. She noted they kept library hours, did not raise water and sewer rates and kept fire and police intact. Instead of raising taxes 4 years ago, we used our rainy day fund. It was used in hard times, as it was intended for that. She supports and will approve the tentative budget presented today as well as the final budget.

Councilmember Alvarez stated she somewhat agreed with Councilmember Clark on supporting the budget. However, she would like to make everyone aware of some numbers. In 2004, $8.9 million was spent on the Coyotes; in 2005, $8.1 million; in 2006, $8.2 million; in 2007, $8.5 million; in 2008, $9.1 million; in 2009, $9.9 million; in 2010, $9.7 million; and in 2011, they were given $9.6 million; and then the city gave them $25 million. In 2012, the city gave them an additional $25 million. She explained she was not against having the Coyotes in Glendale if we had the money. She remarked on the furlough situation and now the layoffs, as well as budget cuts that had occurred before this budget cycle. She believes the tax payers should get the services. She further added that management has tried to comply with this effort; however, the Council was responsible for any policy or votes that got approved. She stated she cannot, with a clear conscience; vote to put additional money into the arena while having furloughs and layoffs in the city. She noted they cannot blame it all on the economy and believes the Council did some things that were not smart. Therefore, they cannot wash their hands now and blame staff, since staff receives direction from Council. She doesn't believe this is the right thing, and it is time to start thinking about constituents, and don't pass the buck on staff. We have employees who have been terminated. Our staff is good, we have to take a little of the blame.

Councilmember Lieberman stated the budget proposed is based on raising two types of taxes, property and sales. The sales tax will go up 0.7%, and the personal property tax will go up from $1.5951 to $1.90 per $100 for this year and possibly another .30 cents in 2014 which will make it $2.21 and one of the highest in the state. He appreciates Councilmember Clark's comments but he has been an anti-Coyote for some time. He read from the budget packet, explained the city's indebtedness with and without interest, which figured in the billions and is impossible to pay back. He discussed how the sales tax increase will adversely affect the two major car dealerships in Glendale. He read from a prepared letter from Mr. Kimmerle, Sanderson Ford, regarding the proposed sales tax increase, making it impossible to compete in the automotive business. He explained these tax increases will drive businesses out of Glendale because the neighboring cities can sell a car for less. He was a business man who did not sell anything to or take any money from the city. He stated he cannot support the budget with the money for the Coyotes when it could be paying for the new courthouse and west library as well as many other things the city required. Additionally, he will not support the budget because of the proposed sales and property tax increases. He supports leasing the arena to managers and producers and believes they can make a profit doing that instead of subsidizing hockey. He said the Council had recently received a letter from an outside group offering to take over 26 nights a year at the arena. The city cannot afford to keep hockey in Glendale, therefore, he will not support the budget as presented. He noted these were not kind words and not words he wanted to say since he had voted to approve the budget 20 straight years in a row, but he cannot support the budget.

Mayor Scruggs agreed with Councilmember Lieberman and his comments that it was a very important night and she understands that each councilmember would like to comment to explain their positions and future votes. At this point, she called for a 10 minute recess.

Break - 10 minutes.

Mayor Scruggs called the meeting of the Glendale City Council of May 22, 2012, back to order. She continued that it was Councilmember Martinez's turn to speak.

Councilmember Martinez noted there was no doubt this has been one of the most critical periods in Glendale's history. Of the years he has been on the Council, this budget is unlike anything they have experienced in the past 15 years. However, he would like to expand on a few items. He believed Councilmember Clark had done an excellent job explaining her position and he supports it. He noted she also did a good job explaining the debt service and the payments for the arena. He explained that whatever happens, the debt service stays with the arena and Glendale, and does not go away. He noted for some reason everyone is zeroing in on the lease arena payment. However, the general fund peaked at $184.2 million in 2008 and this year it is expected to bottom out at $138 million. This is about $50 million less in revenues. He explained the sales tax has also gone down as well as the state shared revenues. Property taxes are also at an all-time low. He said that in 2009 the assessed valuation in Glendale was $2.2 billion and in 2014 it will be down to $1.05 billion resulting in decreasing by about half the revenues received from property taxes. He remarked that all these are factors that have contributed to the city's issues not just the problem with the lease and management of the arena. He firmly believes that without the arena it will cause the city a lot of problems in the future. Many cities would like the

opportunity to have something like the arena as a draw, for concerts and all kinds of activity. He stated the potential in 20 years will look very different since the economy is improving. Overall the right thing to do is to approve the preliminary budget tonight and approve the whole budget in June. He will vote to support this item tonight. He mentioned all the negative publicity the city has received; however when this started 9 years ago, they were called visionaries. Citing from a favorite quote, he said, "you don't make decisions because they're popular, you don't make them because they're easy, you make them because you think they're right." He firmly believes he is making the right decision when he votes to support the preliminary budget.

Councilmember Knaack stated she agreed with Councilmember Martinez's remarks. She indicated she still contends the arena was built for hockey and it's the city's property. She explained that the figures Councilmember Alvarez disclosed on the arena was the debt service, the mortgage on the property the city has to pay. She commented on the problems of the recession and the budget but believes the future is bright. She believes the new owner will bring other events to build up that area. She said she has always been opposed to raising taxes but the 7/10th % will help other businesses and was the reason she agreed to raise the sales tax. However, she hopes this is only temporary but sees no other way at this point. She can see these taxes reevaluated every year, and brought back down like they had in previous years. She commented on the eight meetings the Council had regarding the budget which gave everyone the opportunity to know every department and their function and concerns. She noted the reviews and evaluations of the budget were very difficult to go through, especially the layoff recommendation. Even though this is a very difficult time, she will support the preliminary budget as presented and will vote to approve it in June.

Vice Mayor Frate noted that a lot of figures had been thrown around; some were correct while others were not. He stated some individuals provided good figures while others said crazy things without taking the time to listen to the Council and their positions. He stated there were two ways to react to adversity; they could start wringing their hands and act scared, or they could start making the tough decisions having all the information available from their staff and advisors. They are the ones who make policy decisions. He takes full responsibility for the decisions made. He remembers that in 2003 when everything was good and the economy was booming, they were the visionaries. However, now that things get a little tight because of the budget, they should all just jump ship and abandon hockey. He questioned the contract recently mentioned that will provide 26 events for the arena. He stated that Phoenix and other cities had their layoffs a few years ago and wonders if Glendale should have done the same thing back then instead of using their savings to hold them off. He said most employees support the Coyotes in Glendale and have told him to stay the course. Therefore, he will support the tentative budget. He understands the issue with the car dealership and their problems. He said he had been willing to have several meetings with them; however, they were all out of town on vacation for a few weeks. He has a meeting set up, and hopes for a conclusion. He remarked that when people asked him why he was voting this way, he answers because he believes he was right in his decision and wants to move the city forward. He wants to see some action.

Mayor Scruggs stated that she would not be supporting the budget. She said while she has multiple reasons she will comment on just two. She would not support the budget because it includes an arena management fee of $17 million. She continued that some people are asking

why she has now changed her mind. She has been saying the same thing for at least a year. She said that she was talking with someone she has known for a long time and is in the public policy government affairs world here in the region. She continued that he commented on how people were wondering why she changed her position and she told him that they had not been listening. She stated that she changed her position because in 2001, the city did something that was extremely visionary; something that was different than what had been done over the previous years. In 2001, the city entered into an agreement whereby a multi-purpose facility would be built so that in return the city would have a shopping center that was critical to the city at 59th and Northern redeveloped. And the city would have over 200 acres of land around the arena developed so that unlike other cities, Glendale would use that short amount of space, three miles of the city along the 101, for commercial endeavors so that revenues could be generated for the future growth of the city. The agreement in 2001 was to build the arena and have absolutely nothing to do with the operating cost of that arena, absolutely nothing. The city did not pay for anything there, not for the electricity, not to sweep the floors, and not for anything. The owners of the team were the managers of the arena and they were responsible for all the operating costs. Now, they also got the operating revenues which offset those operating costs to a great deal. But they owned a team and the team just loses money. So it became a problem for them. They split up and what happened was they put it into bankruptcy and so forth.

Mayor Scruggs commented that she was trying to find some of the mountains of media from 2001. She just found one; the first one came from the Glendale Star, April 26th 2001 and it explains all this. But now things are entirely different. Now the city has been paying the NHL a subsidy to operate that team. The first year that they came to us it was like a lifeboat, like a life preserver because that team was thrust into bankruptcy and the time limit when it would be moved were almost coincidental. As time has gone on, these bids that the city received as well as the NHL's requirement of $25 million has stretched this city's general fund budget beyond what it can stretch. Absolutely, that's why the city is borrowing from other funds Council is finding out now. About a year ago, after the last year fell through, Mayor Scruggs said, okay this is it. She would not be doing this again. And she tried to get information about operating costs. What is the cost to operate the arena without the team there? Well it was impossible to get those. Nobody wanted to help get those and actually maybe it was kind of good because what she was forgetting is she was asking what are the costs but she was not asking what are the revenues that come with it. Little by little, she started picking up pieces of information here and there. She started putting the puzzle together but the critical piece of information came on April 21, 2012 and in that piece of information there was actually an income summary sheet of arena Management LLC for Jobing.com arena. At that time it was really at its lowest point, because the owner was losing a ton of money. The owner did not have the energy, or the interest, to really invest into making the arena be all that it could be. But still, in spite of all of that, this income summary, this operating summary sheet showed that their operating losses were less than $5 million for the period ending April 30, 2009, if you didn't include hockey.

Mayor Scruggs continued that was really the critical piece of information. But along with that piece of information or that packet of information Council received was very interesting. It was about the Coyote hockey team financial assistance plan; I think that's what it was called. And there was an analysis already in the works starting with the $25 million figure. Why was that? Why all of a sudden are we starting with this $25 million figure? And since then, every bid that

came in from a prospective buyer, and she was excluding the current one being dealt with right now, but every bid that came in, including the ones from the NFL, cost $25 million. She actually asked one of the bidders, what does it cost to run the arena? And the answer was between $12 and $13 million gross. She didn't ask the important question about the operating revenues. She asked why the extra money was needed and was told that the investors need to make a profit or else they won't invest. This was in a meeting, Councilmember Martinez was there, Mr. Beasley was there, and Mr. Skeete was there. So, that is pretty much proof solid as far as she is concerned. The vision, the vision is being followed. The vision was that the old mall at 59th and Northern would be redeveloped. The vision was that the City would create a high energy mix-use center for employment, entertainment, shopping, commercial everything at the site of Westgate. And that vision was created. The economy stopped the development. So, then it's asked, so what are you going to do, just fold up your tent and go away? No, no. The argument is we need that Coyotes traffic. That Coyotes traffic for the past year based on the released figures of the average attendances were 509,220 coming to the arena that we hope will stay and shop and eat at Westgate. She submitted that the Tanger Outlet Malls will bring 10 times that many people. And they will have a lot more time on their hands because they are not going to get out of the game at 10:00 o'clock at night and they need to get home to get to work tomorrow. So the traffic will definitely be there. She strongly believes that with the right arena management, that arena can be booked. There might not have the glamour of a professional sports team but she believes it can be booked and booked far more that what is happening right now plus the 41 nights. She believes that with her entire heart.

Mayor Scruggs commented that she was talking earlier, people were saying, well so what? So we don't have - you know concerts and big time entertainment, who cares? She continued that what she would like is to draw people to come there to spend money in the surrounding areas. She doesn't care if Justin Bieber is there or not. She continued that Councilmember Clark asked a few meetings ago, "well, what do you want there, a car show? " Yeah, a car show is great, that brings about 50,000 or 100,000 people. When people come to something like that, they have more time on their hands so she does believe that we can be better serve, "we" meaning the citizens of Glendale and the finances of Glendale, better serve by that arena being used in some other way and there are numerous ways that can happen. Now, there have been statements made that without the Coyotes the center is just going to dry up and go away. Well first of all she thinks that the owners of the center have some real responsibility. Whether they have to lower their rents to their tenants or whatever; they have some responsibility to draw people down there. Mayor Scruggs commented that she didn't take the oath of office to bring people to Westgate, so the managers have some responsibility. She commented on the Park West Shopping Center at 99th Avenue and Northern. She said it's a beautiful center, they have a movie theater, but Westgate has a movie theater, and Park West has about thirty businesses, they have a lot of great restaurants including Flemings. How about the Agua Fria Deer Valley Village, that is along the 101 between 35th and 27th Avenue? That is a huge area, lots and lots of restaurants. And they have a movie theater there and they have a lot of businesses and shopping. These are centers thriving without a hockey team. She concluded that it definitely can be done but it has never been given a chance because only one model was used.

Mayor Scruggs said she wanted to look at the general fund balance. Glendale ended FY 2006 with $72.5 million in what might be called the rainy day fund, or the general fund balance, or it

might be called the contingency fund or whatever you want to call it. It was there for the hard times. Well it's sure used up. The City is going to end this fiscal year with $2 million. There is no room for error. During the budget sessions that were just concluded in April, that fund balance was projected to be $4 million. She asked what happened. Well since the budget meetings it seems that the City had to settle an airport lawsuit claim which took half of the general fund balance. So now the City is down to just $2 million, where does the City of Glendale go to find funds to pay the next unplanned expense? The general fund balance before it got this low, before the $5 million which was going to be transferred out in an item later in this agenda to pay the NHL for this year's running of the arena. The general fund balance lead to the city's bond rating downgrade in January 2012. This is stated in the city manager's letter in the budget. The letter went on to say that this is a signal that the City must begin rebuilding the city general fund balance. The staff's plan that was presented April 23rd builds the general fund balance to only $14 million in FY 2017. And that will only happen and this is the next critical area, if the baseball bonds are restructured as proposed. She apologized for not finding the exact amount but she believed the next general fund savings that was built in was $9 million per year. Mayor Scruggs asked if that was the correct amount. She asked Mr. Skeete if he remembered.

Mr. Skeete stated it was $13 million this fiscal year and then $9 million for the next two years.

Mayor Scruggs asked how much the restructuring is supposed to gain or save the general fund.

Mr. Skeete stated the projection was $13 million over the five years period.

Mayor Scruggs stated that in one year it's only going to save what? She understood there to be much larger savings. She continued that the baseball stadium funds have to be put out to be restructured, they have to be bought out into the open market at a rate that will cause the city to pay less on the bond debt each year. She contends that it is unrealistic to assume the market that downgraded our bond rating in January, will look favorably on those bonds with no development income to pay the debt. So what happens then? If the City Council already enacts a 32% sales tax increase putting Glendale far above neighboring cities, will it then pile on more if that restructuring doesn't take place because the budget is built with that? The City should not solve the need for money by taking others money. In talking about this being a five year plan with a sunset clause in five years, it is really unrealistic. Buckeye did that about three years ago, I think, oh it's just a temporary tax and they voted two weeks ago to make it permanent. The state did the 1% three year tax that voters voted on and it was put into the constitution so they can't keep it going. But, there is one proposal out there and another in the works to raise the tax 1% to make up for the 1% that's going to go away. Why? Because there's a cliff, there is no plan in the City's budget for falling off that cliff in five years. In five years we're still only going to have $14 million in our general fund balance which is less than our financial policies in the past have said we should have in the first place. Mayor Scruggs continued that the City of Surprise has taken a different approach. They said no tax increases, no fee increases, we have all read about their problems and their either $16 or $18 million deficit and a general fund balance down to zero. In 2014, their general fund balance is going to be back up to $14 million. So there are ways to deal with things if you don't have to pay a management arena fee. Mayor Scruggs stated that she would not be voting for this budget tonight because she didn't want to set the upper limit of our budget this high. She commented that others had said oh it's not the final budget it just

sets the ceiling. She continued that once you set the ceiling you pretty much set what you're going to do. She didn't want to set the ceiling that high. She will support the property tax increase when it comes forward in June and this is for a totally different reason. She truly believes that is something that was outside of Council control. It was not by any vote that the City did, it was the City's policies which were always very good to pay off our debt at an accelerated rate. The only problem is everyone knows what's happened to the assessed valuation, you have all seen it in your own homes and if someone has a business. She continued that the assessed valuation dropped while the payment plan the City had arranged started rising. So she will support the property tax rate. But she will not support this budget because she believes very strongly that it is the wrong thing to do at this time. She thanked everyone for the opportunity to express her position.

Resolution No. 4576 New Series was read by number and title only, it being A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING A TENTATIVE BUDGET OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF GLENDALE FOR THE FISCAL YEAR 2012-2013; SETTING FORTH THE REVENUE, THE AMOUNT TO BE RAISED BY DIRECT PROPERTY TAXATION FOR THE VARIOUS PURPOSES; AND GIVING NOTICE OF THE TIME FOR HEARING TAXPAYERS AND FOR FIXING TAX LEVIES.

It was moved by Clark, and seconded by Frate, to adopt a resolution approving the FY2012-13 tentative budget; directing publication of the tentative budget; and giving notice of the date for public hearings on the final budget and property tax levy and the date for the adoption of the property tax levy. The motion carried. Ayes: Clark, Frate, Knaack and Martinez. Nays: Alvarez, Lieberman and Scruggs.

9. INTERGOVERNMENTAL AGREEMENT WITH ARIZONA DEPARTMENT OF TRANSPORTATION TO LEASE PROPERTY FOR A PARKING LOT AT WESTGATE CITY CENTER

Jamsheed Mehta, AICP, Executive Director, Transportation Services, presented this item.

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the Arizona Department of Transportation (ADOT) for the lease of 9.84 acres of property at the southeast corner of Glendale Avenue and Loop 101.

The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals (Cardinals), Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development (PAD), it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. The city is fulfilling its agreements for parking with the 3,000 parking spaces in the area known as Westgate. With the construction of the Tanger Factory Outlet Center, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

Steps we are taking to meet the parking obligations include 3 lease agreements, one access agreement and one contract for paving. Two are on tonight's agenda, and the remaining three will come back to the meeting of June 12, 2012 for approval.

One of the three parcels identified for this purpose is a 9.84-acre parcel owned by ADOT. ADOT staff supports the city's intended use of the property. However, if ADOT needs the parcel for transportation purposes, the parcel will revert back to ADOT.

This lot is located at the southeast corner of Glendale Avenue and Loop 101. This parcel will provide an estimated 1,087 parking spaces. The rental rate will be $9,045 per year, and the lease will be automatically extended each year for an indefinite period.

On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Funds are available in the FY 2011-12 capital improvement plan. The cost of lighting is estimated at $1,000 per evening event and these funds are available in the Stadium, Fiesta Bowl, and Arena Transportation Operation accounts.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$9,045

Account Name, Fund, Account and Line Item Number:
New Development Infrastructure, Account No. 2100-84407-550800, $9,045

The recommendation is to waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with the Arizona Department of Transportation for the lease of 9.84 acres of property at the southeast corner of Glendale Avenue and Loop 101.

Resolution No. 4577 New Series was read by number and title only, it being A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT ENTITLED, "RENTAL AGREEMENT FOR UNIMPROVED OR VACANT PROPERTIES" WITH THE ARIZONA DEPARTMENT OF TRANSPORTATION TO LEASE PROPERTY FOR A PARKING LOT AT WESTGATE CITY CENTER.

It was moved by Frate, and seconded by Martinez, to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with the Arizona Department of Transportation for the lease of 9.84 acres of property at the southeast corner of Glendale Avenue and Loop 101. The motion carried unanimously.

BIDS AND CONTRACTS

10. THE NEW WESTGATE, LLC TEMPORARY PARKING AGREEMENT

Brian Friedman, Economic Development Director, presented this item.

This is a request for City Council to authorize the City Manager to enter into a temporary parking agreement with The New Westgate, LLC (TNW) for the use of Lot 5 of Westgate generally located south of the southwest corner of Glendale and 91st Avenues.

The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build out of this Planned Area Development (PAD), it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate new construction while maintaining the minimum number of spaces required. With the construction of the Tanger Factory Outlet Center, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

One of the three parcels identified for this purpose is Lot 5 of Westgate owned by TNW. Lot 5 is generally located south of the southwest corner of Glendale and 91st Avenues. This parcel will provide an estimated 1,648 parking spaces. The initial use of this lot is for one year with this temporary parking agreement expiring on June 30, 2013.

The city agrees to reimburse TNW for the 1,648 temporary spaces in an amount equal to 50% of the construction and paving costs. The city will also reimburse TNW for 50% of the costs of maintaining the 1,648 temporary spaces. The city will pay 50% of the costs of the portable temporary lighting fixtures used to light the 1,648 temporary spaces, including maintenance costs of such lighting equipment and provision of fuel. The city will also reimburse TNW for the full cost real estate taxes on the property for tax year 2012.

On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Funds are available in the FY 2011-12 capital improvement plan. The associated lease cost of $106,000 is an estimate subject to change as it is based on the rate equal to the full cost real

estate taxes on the property for tax year 2012. The city estimates $250,000 will cover the city's obligated reimbursements to TNW per the agreement.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$356,000

Account Name, Fund, Account and Line Item Number:
New Development Infrastructure, Account No. 2100-84407-550800, $356,000

The recommendation is to authorize the City Manager to enter into a temporary parking lease agreement with The New Westgate, LLC for the use of Lot 5 of Westgate generally located south of the southwest corner of Glendale and 91st Avenues.

It was moved by Clark, and seconded by Lieberman, to authorize the City Manager to enter into a temporary parking lease agreement with The New Westgate, LLC for the use of Lot 5 of Westgate generally located south of the southwest corner of Glendale and 91st Avenues. The motion carried unanimously.

11. AWARD OF BID FOR ARROWHEAD RANCH WATER RECLAMATION FACILITY ULTRAVIOLET UPGRADE AND WELL 43 MODIFICATION

Craig Johnson, P.E., Executive Director, Water Services, presented this item.

This is a request for City Council to award a bid and authorize the City Manager to enter into a construction agreement with MGC Contractors, Inc. in an amount not to exceed $2,721,871 for the construction of an upgraded ultraviolet disinfection system at the Arrowhead Ranch Water Reclamation Facility (ARWRF) and for equipment and installation of a variable frequency drive at Well 43.

In November 2009, the City of Glendale received federal stimulus funding through the Energy Efficiency and Conservation Block Grant (EECBG) program, managed by the United States Department of Energy, for several energy related projects throughout the city.

Two of the projects submitted by the Water Services Department included the design and procurement of an energy efficient ultraviolet (UV) system upgrade at the ARWRF, and energy efficient equipment at Well 43.

Total equipment and initial system testing, design costs, and construction for the two projects are anticipated to be $5,130,132. The table below shows detail of the funding sources.

Activity Description	EECBG Funding	Water Services Capital Improvement Project Funding	Total
UV Equipment and Initial Systems Testing for ARWRF-Trojan	$806,000	$325,357	$1,131,357

Technologies			
Design and Construction Administration for ARWRF and Well 43-Black and Veatch Corp	$202,500	$1,074,404	$1,276,904
Equipment and Installation for Well 43 and Installation of UV equipment for ARWRF-MCG Contractors, Inc. Construction	$75,000	$2,646,871	$2,721,871
Total Grant and CIP Funding	$1,083,500	$4,046,632	$5,130,132

The UV system project will replace the existing system with energy efficient low pressure UV lamps. The UV equipment purchases and professional services for design have been completed. Remaining is the construction and initial system testing of the two projects.

These improvements will reduce electrical and maintenance costs, enhance disinfection system reliability, and ensure continued regulatory compliance. The upgraded UV system is estimated to save $200,000 annually in operating costs. In addition, the Well 43 equipment will increase efficiency, and will save an estimated $20,000 annually in operating costs.

An Invitation for Bid was issued, and four bids were received. MGC Contractors, Inc. submitted the lowest responsive and qualified bid.

On June 14, 2011, a construction agreement with Trojan Technologies for furnishing ultraviolet equipment and initial system testing was approved by Council.
On August 31, 2010, Council authorized the City Manager to enter into a professional services agreement with Black & Veatch Corporation to provide design and construction administration services for ultraviolet disinfection system upgrades at the ARWRF and the Well 43 variable frequency drive addition.

On March 23, 2010, Council adopted a resolution authorizing the City Manager to accept the EECBG funding in the amount of $2,324,000.

The ultraviolet disinfection system upgrade will benefit the community by continuing to provide energy efficient high-quality effluent water to customers in the area.

Funding is available through the EECBG program and the Water Services Department FY 2011-12 capital improvement plan. Well 43 grant funding is available in the amount of $75,000 with the remaining project funds of $2,646,871 being paid by the Water Services Department. Operating costs, once installations are completed, will be reduced with anticipated cost savings of $220,000 annually.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
X	X		X		$2,721,871

Account Name, Fund, Account and Line Item Number:
Well 43 Variable Frequency Drive Retrofit, Account No. 1842-37061-518200, $75,000
Arrwhd Wtr Reclam Fac Imps, Account No. 2360-60007-550800, $2,646,871

The recommendation is to award the bid and authorize the City Manager to enter into a construction agreement with MGC Contractors, Inc. in an amount not to exceed $2,721,871 for construction of an upgraded ultraviolet disinfection system at the Arrowhead Ranch Water Reclamation Facility and for equipment and installation of a variable frequency drive at Well 43.

It was moved by Clark, and seconded by Lieberman, to award the bid and authorize the City Manager to enter into a construction agreement with MGC Contractors, Inc. in an amount not to exceed $2,721,871 for construction of an upgraded ultraviolet disinfection system at the Arrowhead Ranch Water Reclamation Facility and for equipment and installation of a variable frequency drive at Well 43. The motion carried unanimously.

12. AWARD OF PROPOSAL FOR AMERICANS WITH DISABILITIES ACCESS AUDIT OF PARKS AND RECREATION FACILITIES

Erik Strunk, Executive Director, Parks, Recreation and Library Services, presented this item.

This is a request for City Council to award the proposal and authorize the City Manager to enter into a professional services agreement with Recreation Accessibility Consultants, LLC for an Americans with Disabilities Act (ADA) access audit of parks and recreation facilities in order to meet Title II of the 2010 Design Standards issued by the Department of Justice (DOJ).

In September 2010, the DOJ published new, national, ADA design standards that require all jurisdictions with parks and recreation facilities to comply. The regulations call for enforceable accessibility standards known as the "2010 ADA Standards for Accessible Design." By issuing this ruling, the DOJ requires each jurisdiction with parks and recreation facilities to conduct an audit and develop an action plan for compliance with the new rule, which took effect on March 15, 2012. The ruling affects more than 80,000 departments of state and local government and their respective parks and recreation facilities.

The request for proposal 12-23 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. The firm of Recreation Accessibility Consultants, LLC was selected as the most responsive offer. Recreation Accessibility Consultants, LLC is nationally recognized for their work with public and private agencies regarding compliance with the ADA access and inclusion mandates.

This ADA access audit of parks and other facilities will provide a complete inventory, an agency-wide summary report, and a prioritized transition plan in order to meet Title II

regulations of the ADA. The scope of the audit will include playgrounds, sports fields, tennis courts, swimming pools, golf courses and other recreation facilities.

The audit will assist the city to develop a long-term plan of action with regard to the new ADA design requirements. This will ensure compliance with the new regulations and a Glendale parks and recreation system that strives to be open and accessible to all Glendale residents and visitors.

Interested persons, including individuals with disabilities or organizations representing individuals with disabilities, will have an opportunity to participate in the self-evaluation process by submitting comments. This project will also be reviewed and discussed with the Parks and Recreation Advisory Commission.

There is sufficient fund balance in the Parks and Recreation Self Sustaining budget to pay the $98,646 required for the audit. Appropriation will be transferred from Parks and Recreation grant appropriation 1840-35004-510200.

Grants	**Capital Expense**	**One-Time Cost**	**Budgeted**	**Unbudgeted**	**Total**
				X	$98,646

Account Name, Fund, Account and Line Item Number:
Parks & Recreation Self Sustaining, Account No. 1880-14820-518200, $98,646

The recommendation is to award the proposal and authorize the City Manager to enter into a professional services agreement with Recreation Accessibility Consultants, LLC for an Americans with Disabilities Act access audit of parks and recreation facilities in order to meet Title II of the 2010 Design Standards issued by the Department of Justice.

Councilmember Knaack asked if this action was addressed in the Parks Master Plan. Erik Strunk, Executive Director, Parks, Recreation and Library Services, noted this particular item was not, however, there had been repeated references to providing accessibility for those with disabilities in the community at their Parks and Recreation facilities.

Vice Mayor Frate inquired how long this will take to complete. Mr. Strunk replied it will take five to six months.

It was moved by Martinez, and seconded by Frate, to award the proposal and authorize the City Manager to enter into a professional services agreement with Recreation Accessibility Consultants, LLC for an Americans with Disabilities Act access audit of parks and recreation facilities in order to meet Title II of the 2010 Design Standards issued by the Department of Justice. The motion carried unanimously.

13. PURCHASE OF NEW RADIO FREQUENCY IDENTIFICATION SYSTEM FOR GLENDALE PUBLIC LIBRARY

Cheryl Kennedy, Chief Librarian, presented this item.

This is a request for City Council to authorize the City Manager to enter into a sole source purchase agreement with 3M in an amount not to exceed $318,972.66 for the purchase of a Radio Frequency Identification System (RFID) and operating accessories for the Glendale Public Library.

The City of Glendale library system currently utilizes a barcode and "tattle-tape" system in the circulation of its library materials. This system is no longer efficient as every item has to be physically handled to be circulated (there were approximately 2,134,361 items circulated by the Library system in 2011). In keeping with industry best practices and to ensure excellent customer service to the city's library patrons, a more efficient, less labor intensive, circulation technology is needed.

RFID is a technology that remotely stores and retrieves data using devices called RFID tags that can easily be incorporated into library materials such as books, DVD's and CD's. The tag is a programmable micro-chip and antenna. RFID allows the use of a single label for both circulation and security. When newly acquired media are entered into the collection, only one tag needs to be attached. Staff productivity would improve as entire bins of books could be checked-in by a large RFID reader or via a hand-held portable scanner. RFID is basically a technology that reduces the frequency in which materials must be handled to one time, resulting in better customer service and enhanced staff productivity.

The advantages of an RFID system are:

- Enhanced Customer Service – Library patrons will be able to check-out multiple items at the same time by moving them across a checkout pad without opening or handling the materials. Under the current system, barcode reading requires the patron to align the barcode with the infrared beam on every item as one barcode can only be read at a time.
- Misplaced Items - This capability is seen as increasing service to patrons who place "holds" on items by making it easier for staff to find the requested items. It has the potential to reduce the staff time spent searching for items that are listed as inventory, but cannot immediately be located.
- System Mobility - RFID offers the ability to perform inventories using hand-held scanners. This allows a library to do an inventory without having to remove items from the shelves as is necessary when doing an inventory on bar-coded items which involves lists being corrected manually and then transferred to the database by hand. Inventory, tracking of lost items, shelf reading and all work associated with checking the shelves become much easier using the portable readers.

This technology has been used to enhance library services throughout the nation and is currently used at other library systems in the Valley (Chandler, Maricopa County Library District, Mesa, Peoria, Phoenix, and Scottsdale).

The Library currently owns 3M Self-Check machines that are RFID ready. Given its compatibility with existing equipment, the uniqueness of the item, proprietary specifications,

unique service, and cost savings to the city, the rest of the RFID equipment will be purchased from 3M as a sole source purchase.

The library has submitted all necessary documentation to request sole source procurement, and after careful review, the Materials Manager concurs that sole source procurement is appropriate under City Code.

As RFID technology has been acquired and implemented nationally and locally, it has been presented to the Library Advisory Board on numerous occasions. The Board has been supportive of its acquisition and implementation for the Glendale Library System. The acquisition of this new technology was also discussed as a part of the recent city budget review process and the savings in staff time have been factored into the Library's FY13 operating budget.

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 enable staff to work more efficiently.

Funding is available in the FY 2011-12 Library Book Fund budget for the purchase of the RFID system. No additional money from the General Fund will be needed for annual operating and maintenance costs as it will be covered in the existing Library Book Fund budget.

Grants	**Capital Expense**	**One-Time Cost**	**Budgeted**	**Unbudgeted**	**Total**
			X		$318,972.66

Account Name, Fund, Account and Line Item Number:
Library Book Fund, Account No. 1260-15410-551400, $318,972.66

The recommendation is to authorize the City Manager to enter into a sole source purchase agreement with 3M in an amount not to exceed $318,972.66 for the purchase of a Radio Frequency Identification System and operating accessories for the Glendale Public Library.

Vice Mayor Frate asked how long after they approve this item will it go into effect. Cheryl Kennedy, Chief Librarian, replied approximately four months.

Councilmember Knaack commented this showed the city was not abandoning the libraries and are always striving to improve them for the enjoyment of the community.

Mayor Scruggs asked how many cities have been going to this. She commented that it looks like most are moving towards this system. Ms. Kennedy stated she was correct and continued that all of the valley cities have already incorporated RFID into their libraries. Glendale was one of the last cities to do so.

It was moved by Frate, and seconded by Martinez, to authorize the City Manager to enter into a sole source purchase agreement with 3M in an amount not to exceed $318,972.66 for

the purchase of a Radio Frequency Identification System and operating accessories for the Glendale Public Library. The motion carried unanimously.

ORDINANCES

14. PUBLIC NUISANCES ORDINANCE

Sam McAllen, Code Compliance Director, presented this item.

This is a request for City Council to adopt an ordinance amending Glendale City Code Chapter 25 relating to animal noise, odor or excessive noise.

A review of current City Code provisions related to dog barking, odor, and excessive noise were found to need further clarification by the City Court, City Prosecutor's Office, and Code Compliance Department. This matter was discussed at City Council workshops on October 4, 2011 and May 1, 2012. Council provided input to expand ordinance provisions associated with dog barking to address noises made by all animals, and specified that two or more independent witnesses who are not related must be negatively impacted by animal noise, odor or excessive noise to support public nuisance violations. Based upon the input provided by Council, staff recommends amending Glendale City Code Chapter 25 to clarify the respective provisions.

On May 1, 2012 and October 4, 2011, during regular workshop sessions, Council provided input regarding proposed amendments of Glendale City Code Chapter 25 relating to public nuisances.

On February 27, 2001, Council adopted Ordinance No. 2186, New Series, addressing dog barking noises, odors and excessive noises.

Amending City Code Chapter 25 enhances the city's ability to take enforcement action, if voluntary compliance is not obtained, related to animal noise, odor and excessive noise violations that are negatively impacting Glendale residents.

The recommendation is to waive reading beyond the title and adopt an ordinance amending Glendale City Code Chapter 25 relating to animal noise, odor or excessive noise.

Councilmember Clark remarked the whole Council had some constituents that were delighted that this ordinance was finally coming to pass and being addressed.

Ordinance No. 2802 New Series was read by number and title only, it being AN ORDINANCE OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AMENDING GLENDALE CITY CODE CHAPTER 25, ARTICLE II, SEC. 25-24 AND ARTICLE V, SEC. 25-64 RELATING TO ANIMAL NOISES, ODORS AND EXCESSIVE NOISES; AND SETTING FORTH AN EFFECTIVE DATE.

It was moved by Lieberman, and seconded by Clark, to approve Ordinance No. 2802 New Series. Motion carried on a roll call vote, with the following Councilmembers voting "aye":

Alvarez, Clark, Lieberman, Knaack, Martinez, Frate, and Scruggs. Members voting "nay": none.

15. FISCAL YEAR 2011-12 BUDGET AMENDMENTS

Sherry M. Schurhammer, Executive Director, Financial Services, presented this item.

This is a request for City Council to adopt an ordinance approving the Fiscal Year (FY) 2011-12 budget amendments.

A budget amendment is a transfer of appropriation authority and most amendments are done to reconcile the prior fiscal year's actual savings with requested carryover. Overall, the City of Glendale's total FY 2011-12 budget appropriation across all funds is unchanged.

Most of the budget amendments are associated with capital projects. During the course of FY 2010-11, capital project carryover was reconciled to actual savings from the prior fiscal year. When departments prepared their FY 2010-11 capital project budgets, they estimated their amount of carryover savings. The Financial Services Department subsequently reconciled each department's actual savings from the prior fiscal year with their estimated carryover budget for FY 2010-11 and then increased or decreased their budgets accordingly.

Other budget amendments are associated with appropriation changes between departments to accommodate actual spending activity. The budget represents a plan for spending and is established several months before the current FY commenced. As actual spending activity occurs, transfers of appropriation authority within and between departments is required to reflect changes to the initial spending plan. The causes of changes to the initial spending plan can be summarized as follows: unexpected expenses arise due to unforeseen circumstances and planned spending does not occur as work plans are modified to address changing circumstances.

Council approved a similar ordinance for FY 2010-11 on January 24, 2012.

Overall, the City of Glendale's total FY 2011-12 budget appropriations across all funds remain unchanged.

The recommendation is to waive reading beyond the title and adopt an ordinance approving the FY 2011-12 budget amendments.

Councilmember Lieberman wondered as to the total of the appropriation authorization. Sherry M. Schurhammer, Executive Director, Financial Services, stated she did not have the total with her but will get it to him later.

Mayor Scruggs commented that for full disclosure, because a lot of people are wondering about this, you really need to or somebody needs to talk about the item that is on the bottom of page 6 of 9, the very last item, page 6 of 9 of exhibit A.

Ms. Schurhammer explained this item relates to a transfer of $5 million in appropriation authority for the arena management fee for FY12. As part of the FY12 budget, $20 million for an arena management fee was included in the FY 2012 Council-adopted budget. However, the NHL payment could be up to $25 million. Therefore this action identifies the appropriation authority for the additional $5 million. She noted that at this point it has not been spent. This ensures the payment is not held up because of missing appropriation authority.

Mayor Scruggs commented that there was a reporter from the Arizona Republic doing a story and she had already been asked questions so wanted to make sure the information was disclosed here. She commented that the information presented showed a general fund/HURF contingency; she asked if HURF funds were being used for the management fee.

Ms. Schurhammer stated this was not the use of HURF funds but the use of HURF contingency appropriation authority. She emphasized that only HURF eligible expenses are charged to HURF funds.

Mayor Scruggs asked what funds would be used when the transfer takes place in a week or two.

Ms. Schurhammer explained if payment has to be made, staff will return to Council to talk about inter-fund loans.

Mayor Scruggs commented that the appropriation from HURF was being done then because HURF is the only one that has enough money.

Ms. Schurhammer stated HURF has the appropriation authority.

Mayor Scruggs commented that someone would likely get some calls because they want to understand this, they want to understand the first $20 million, how that came about - to come out of our enterprise fund instead of the general fund. She stated that Ms. Schurhammer had not yet explained the information.

Councilmember Alvarez asked a question on line 270. Ms. Schurhammer explained that line reflected an appropriation and a cash transfer. She said there were three cash transfers in the exhibit. She explained that the appropriation authority and cash transfers for the Workers Compensation Fund are needed because of this FY's unusually high claims activity. .

Mayor Scruggs asked if that had anything to do with the employee trust fund. Ms. Schurhammer replied no.

Mayor Scruggs asked if there were any movements out of employee benefits on here. Ms. Schurhammer replied no.

Ordinance No. 2803 New Series was read by number and title only, it being AN ORDINANCE OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING THE TRANSFER OF APPROPRIATION

AUTHORIZATION BETWEEN BUDGET ITEMS IN THE ADOPTED FISCAL YEAR 2011-12 BUDGET.

It was moved by Knaack, and seconded by Clark, to approve Ordinance No. 2803 New Series. Motion carried on a roll call vote, with the following Councilmembers voting "aye": Alvarez, Clark, Lieberman, Knaack, Martinez, Frate, and Scruggs. Members voting "nay": none.

REQUEST FOR FUTURE WORKSHOP AND EXECUTIVE SESSION

It was moved by Frate, and seconded by Knaack, to hold a City Council Workshop at 1:30 p.m. in Room B-3 of the City Council Chambers on Tuesday, June 5, 2012, to be followed by an Executive Session pursuant to A.R.S. 38-431.03. The motion carried unanimously.

CITIZEN COMMENTS

Arthur Thruston, a Cactus resident, updated the Council on the Coyote game. The Coyotes lost 4 to 3 in overtime. He stated because of the loss tonight the city now owes $25 million to the NHL. He completely disagrees with Councilmembers Knaack, Frate, Clark, and Martinez's decision regarding their vote; however, he still supports the Council and will do anything in his power to help the city.

Anthony Kern, a Sahuaro resident, suggested the city opened up the management fee agreement for a competitive bid since there were many options to consider. He noted the $17 million going to Mr. Jamison was ludicrous and should be voted down. This will enable the city to use that money for city services. He recommends the Council hold off hiring a new City Manager until the new Council was seated and believes the new Council should do the voting and the hiring.

COUNCIL COMMENTS AND SUGGESTIONS

Vice Mayor Frate commented on a letter that highly complimented the city on their loose trash pickup. He reminded everyone to watch children around water.

Councilmember Martinez commented on an email he received from Mr. Mehta from a citizen complementing the city and Council on the new traffic lights. He stated that it was staff's great work that makes the Council look good to the public. He commended city staff for the wonderful work they do every day.

Councilmember Knaack thanked staff for all they do and for hanging in there with the Council through this difficult budget process. She reminded everyone that Monday was Memorial Day and asked everyone to do something to remember those who have served their county bravely.

Mayor Scruggs thanked the Council for their comments. She asked for the city attorney's assistance on a particular item since she mentioned she was going to do this. She continued that most of the people that watch these meetings she believes are also the hearty souls who read the Glendale Star. And of course, she knows all of the staff does that too. And the Glendale Star took an interesting and unusual position last week. Mayor Scruggs had made a comment or a

statement that she had not seen any lease documents related to this current perspective buyer of the Coyotes team. And the publisher of the Star for some unknown reason decided that he'd put it up to a public poll of the citizens asking if whether or not she was telling the truth or telling a lie. And she found that kind of an odd thing to do and really pretty disheartening. So for everybody who might read the Star, because she is sure this was an online poll and normally what they do is they take the online poll and they print it in the newspaper the following week. So she believed that on Thursday everyone would be able to see the readers vote on whether the Mayor lied or not. She continued, asking to do a little question and answer here. She asked Mr. Tindall if anybody other than him or members of his office or people that he hired to prepare lease documents would handle the documents that the City of Glendale would vote on having to do with entering into an arena management lease agreement?

Mr. Tindall stated that no one other than his department and himself would handle those documents.

Mayor Scruggs commented that Council received at about 8:30 p.m. Friday night, a white sealed envelope. And in there was an arena management agreement – draft form – not finalized – arena management agreement and legal sent a relocation agreement in there. She asked Mr. Tindall if those were the first agreements of that type that have been prepared.

Mr. Tindall replied those were the first agreements that were provided to Council and the first agreements that had been prepared.

Mayor Scruggs asked if she had been provided with any agreements previous to that that had to do with arena management lease agreements with this Mr. Jamison and whoever he is in business with.

Mr. Tindall replied no.

Mayor Scruggs commented so she had been telling the truth. She continued that she was disappointed that because the Glendale Star had some bad situations or interactions with city staff over the years, they decided to do that. But she believes it's important that everybody knows that all the agreements come out of our city attorney's office and Mayor and Council have seen nothing and that's the truth. So, thank you all and thanks for the reminder of Memorial Day.

ADJOURNMENT

There being no further business, the meeting was adjourned at 10:50 p.m.

_____

Pamela Hanna - City Clerk

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Mark Burdick, Fire Chief

SUBJECT: **AWARD FOR PARTICIPATION IN THE RAPID ANTI-CONVULSIVE MEDICINE PRIOR TO ARRIVAL TRIAL**

Purpose

This is a request for City Council to receive an award from the University of Arizona for the Glendale Fire Department's participation in the Rapid Anti-Convulsive Medicine Prior to Arrival Trial (RAMPART). Kurt Denninghoff, MD, Distinguished Chair of Emergency Medicine and Associate Director of the Arizona Emergency Medicine Research Center at the University of Arizona, will be in attendance to present the award.

Background

Statistics show that prolonged seizures kill 55,000 Americans annually. The Glendale Fire Department (GFD), along with the University of Arizona, participated in a three year national study of a new medication to treat seizure patients which concluded in November 2011. GFD was the only participating Arizona Fire Department, and in comparison to other national RAMPART participants, GFD had the most results and the best documentation presented, according to the University of Arizona. The success of the study was in large part due to the citizens' willingness to participate. GFD was able to provide valuable data for the study and scored the highest rating in quality standards for administering the study.

The continued benefit from the RAMPART is a faster, more appropriate protocol and medication for treating seizure patients. This trial has changed how Emergency Medical Service provides treatment for seizure patients nationwide. This opportunity has also allowed GFD to become involved in future studies.

Previous Council/Staff Actions

On December 23, 2008, Council approved an intergovernmental agreement with the University of Arizona to participate in the National Institute of Health RAMPART study.

Recommendation

Accept the award for participation in the Rapid Anti-Convulsive Medicine Prior to Arrival Trial.

Horacio Skeete for

Ed Beasley
City Manager

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

SUBJECT: **COUNCIL SELECTION OF VICE MAYOR**

Purpose

In accordance with the Charter and pursuant to City Council Guidelines, Council will designate among its members a vice mayor.

Background

The Glendale City Charter provides for the composition of the Council. The Charter states:

> Art. II, Sec. 7. Vice Mayor.
> The council shall designate one (1) of its members as vice mayor, who shall serve in such capacity at the pleasure of the council. The vice mayor shall perform the duties of the mayor during the mayor's absence or disability.

Council adopted the City Council Guidelines at the May 26, 2009 Council meeting. As stated in the City Council Guidelines, at the first workshop of June each year the Council will consider the appointment of a vice mayor for the following fiscal year. Nominations were indicated by Councilmembers at the June 5, 2012 workshop.

Action

The Mayor will accept a motion or motions, call for a second, and conduct a vote of the Council that shall, by virtue of assent of a majority, designate one of its members as vice mayor.

Horatio Skeete for

Ed Beasley
City Manager

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

SUBJECT: **COUNCIL APPOINTMENT OF ACTING CITY MANAGER**

Purpose

This is a request for the City Council to appoint an acting city manager.

Background

The Glendale City Charter provides for the appointment of an acting city manager. The Charter states:

> Art. III, Sec. 5. Assistant City Manager
> . . . In the event the city manager resigns or is removed for any reason, the council shall appoint an acting city manager at the first regular meeting following such vacancy.

Action

The Mayor will accept a motion or motions, call for a second, and conduct a vote of the Council that shall, by virtue of assent of a majority, appoint an acting city manager.

Horace Skuth for

Ed Beasley
City Manager

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Susan Matousek, Revenue Administrator

SUBJECT: **LIQUOR LICENSE NO. 5-5344, DIRTY PELICAN GRILL**

Purpose

This is a request for City Council to approve a person-to-person, location-to-location transferable series 6 (Bar - All Liquor) license for Dirty Pelican Grill located at 6718 West Deer Valley Road, Suite 101-104. The Arizona Department of Liquor Licenses and Control application (No. 06070569) was submitted by Theresa June Morse.

Background

The location of the establishment is 6718 West Deer Valley Road, Suite 101-104 in the Cholla District. The property is zoned PAD (Planned Area Development). The population density within a one-mile radius is 19,929. Dirty Pelican Grill is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area. The current number of liquor licenses within a one-mile radius is as listed below.

Series	Type	Quantity
07	Bar - Beer and Wine	3
09	Liquor Store - All Liquor	1
10	Liquor Store - Beer and Wine	3
12	Restaurant	2
	Total	**9**

The City of Glendale Planning, Police, and Fire Departments have reviewed the application and determined that it meets all technical requirements.

Previous Council/Staff Actions

At the August 23, 2011 meeting, Council forwarded a recommendation of denial of a liquor license at this location by a different applicant (Paul Daniel Wicher). The denial was based on the findings of false and misleading information on the application, questions of ownership, the applicant's capability, qualification, and reliability, and restaurant requirements.

Public Input

No public protests were received during the 20-day posting period.

Recommendation

Based on information provided under the background, it is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Susan Matousek, Revenue Administrator
SUBJECT:	LIQUOR LICENSE NO. 5-5344, DIRTY PELICAN GRILL

1. Finance Department Memorandum
2. Liquor License Map

Finance Department
Memorandum

DATE: June 12, 2012

TO: Ed Beasley, City Manager

FROM: Susan Matousek, Revenue Administrator

SUBJECT: **LIQUOR LICENSE NO. 5-5344, DIRTY PELICAN GRILL**

REQUEST: Person-to-Person, Location-to-Location Transferable

LICENSE: Series 6 (Bar - All Liquor)

LOCATION: 6718 West Deer Valley Road, Suite 101-104

DISTRICT: Cholla

ZONED: PAD (Planned Area Development)

APPLICANT: Theresa June Morse

OWNER: Mat's RNR Enterprises, LLC

DETAILS OF REQUEST:

1. The 60-day deadline for processing this license was June 10, 2012. A letter requesting an extension was sent to the Arizona Department of Liquor Licenses and Control on April 17, 2012.

2. The population density is 19,929 persons within a one-mile radius.

3. The business is over 300 feet from any church or school.

4. Dirty Pelican Grill is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area.

CITIZEN PARTICIPATION TO DATE:

No protests were received during the 20-day posting period, April 18 through May 8, 2012.

REVIEW/ANALYSIS:

In accordance with A.R.S. § 4-201(G), the applicant bears the burden of showing City Council that public convenience requires that the best interest of the community will be substantially served by the issuance of a license. Council, when considering this person-to-person, location-to-location transferable series 6 license, may take into consideration the applicant's capability, qualifications, and reliability.

PLANNING DEPARTMENT: Approved the application with no comments.

POLICE DEPARTMENT: Recommended no cause for denial.

FIRE DEPARTMENT: Approved the application with no comments.

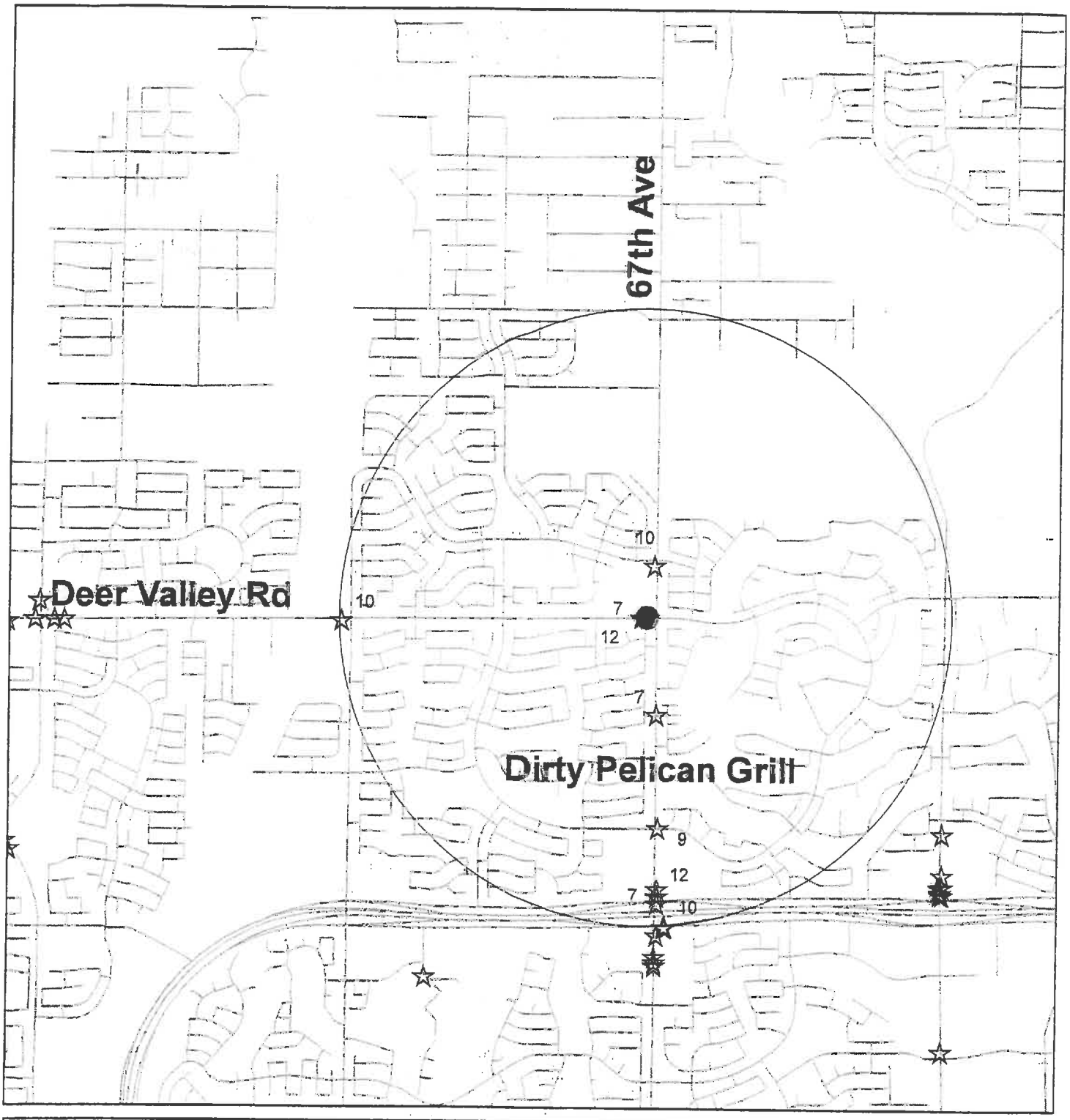
STAFF RECOMMENDATION:

It is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

REVIEWED BY:

Susan Matonsch
Revenue Administrator

Executive Director-Financial Services



BUSINESS NAME: Dirty Pelican Grill

LOCATION: 6718 W Deer Valley Rd #101-104 **ZONING:** PAD

APPLICANT: Theresa June Morse **APPLICATION NO:** 5-5344

SALES TAX AND LICENSE DIVISION
CITY OF GLENDALE, AZ

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CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Susan Matousek, Revenue Administrator

SUBJECT: **LIQUOR LICENSE NO. 5-6211, PLANET ZONG SMOKE SHOP**

Purpose

This is a request for City Council to approve a new, non-transferable series 10 (Liquor Store - Beer and Wine) license for Planet Zong Smoke Shop located at 4726 West Olive Avenue, Suite 4. The Arizona Department of Liquor Licenses and Control application (No. 10076268) was submitted by Fawaz Mohammad Hasan Kanaan.

Background

The location of the establishment is 4726 West Olive Avenue in the Cactus District. The property is zoned C-2 (General Commercial). The population density within a one-mile radius is 21,926. Planet Zong Smoke Shop is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area. The current number of liquor licenses within a one-mile radius is as listed below.

Series	Type	Quantity
06	Bar - All Liquor	7
07	Bar - Beer and Wine	2
09	Liquor Store - All Liquor	5
10	Liquor Store - Beer and Wine	4
12	Restaurant	5
14	Private Club	1
	Total	**24**

The City of Glendale Planning, Police, and Fire Departments have reviewed the application and determined that it meets all technical requirements.

Public Input

No public protests were received during the 20-day posting period.

Recommendation

Based on information provided under the background, it is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

Horacio Skeete for
Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Susan Matousek, Revenue Administrator
SUBJECT:	LIQUOR LICENSE NO. 5-6211, PLANET ZONG SMOKE SHOP

1. Finance Department Memorandum
2. Liquor License Map

Finance Department
Memorandum

DATE: June 12, 2012

TO: Ed Beasley, City Manager

FROM: Susan Matousek, Revenue Administrator

SUBJECT: **LIQUOR LICENSE NO. 5-6211, PLANET ZONG SMOKE SHOP**

REQUEST: New, Non-Transferable

LICENSE: Series 10 (Liquor Store - Beer and Wine)

LOCATION: 4726 West Olive Avenue, Suite 4

DISTRICT: Cactus

ZONED: C-2 (General Commercial)

APPLICANT: Fawaz Mohammad Hasan Kanaan

OWNER: Planet Zong Smoke Shop LLC

DETAILS OF REQUEST:

1. The population density is 21,926 persons within a one-mile radius.
2. The business is over 300 feet from any church or school.
3. Planet Zong Smoke Shop is currently operating with an interim permit, therefore, the approval of this license will not increase the number of liquor licenses in the area.

CITIZEN PARTICIPATION TO DATE:

No protests were received during the 20-day posting period, April 24 through May 14, 2012.

REVIEW/ANALYSIS:

In accordance with A.R.S. § 4-201(G), the applicant bears the burden of showing City Council that public convenience requires that the best interest of the community will be substantially served by the issuance of a license. Council, when considering a new, non-transferable series 10 license, may take into consideration the applicant's capability, qualifications, and reliability.

The City of Glendale Planning, Police, and Fire Departments have reviewed the application and determined that it meets all technical requirements.

PLANNING DEPARTMENT: Approved the application with no comments.

POLICE DEPARTMENT: Recommended no cause for denial.

FIRE DEPARTMENT: Approved the application with no comments.

STAFF RECOMMENDATION:

It is staff's recommendation to forward this application to the Arizona Department of Liquor Licenses and Control with a recommendation of approval.

REVIEWED BY:

Susan Matzinski
Revenue Administrator

Diane Cole for
Executive Director-Financial Services
Merry Schurhammer

BUSINESS NAME: Planet Zong Smoke Shop

LOCATION: 4726 W. Olive Ave. #4 **ZONING:** C-2

APPLICANT: Fawaz Mohammad Hasan Kanaan **APPLICATION NO:** 5-6211

SALES TAX AND LICENSE DIVISION
CITY OF GLENDALE, AZ

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CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Greg Dominguez, Assistant Police Chief

SUBJECT: **AUTHORIZATION TO PURCHASE A BOMB SQUAD EMERGENCY RESPONSE VEHICLE**

Purpose

This is a request for City Council to approve the purchase from LDV, Inc. of a Bomb Squad Emergency Response Vehicle for the Glendale Police Department in an amount not to exceed $165,000.

Background

The current Bomb Squad Emergency Response Vehicle is due for replacement. Over the years, the Police Department has acquired specialty equipment that the current vehicle cannot support. The new vehicle will be state-of-the-art and is designed specifically to house, run, and work the specialty equipment that the bomb squad utilizes. The Police Department will use a combination of grant funding and vehicle replacement funding to purchase a Bomb Squad Emergency Response Vehicle, which will enable them to maintain a high level of preparedness.

The vehicle will be purchased through the 1122 Program. The 1122 Program is a state and local law enforcement procurement program that was instituted to allow agencies to obtain quality law enforcement equipment at a discounted rate. The 1122 Program, through the administration of General Services Administration contracts, permits law enforcement agencies to take advantage of the purchasing power of the federal government to receive discounts commensurate with large volume purchases.

Previous Council/Staff Actions

On May 22, 2012, Council approved the acceptance of 2010 Arizona Department of Homeland Security grant funding in the amount of $115,000.

On April 28, 2009, Council approved an intergovernmental agreement with the State of Arizona for the Counter-Drug (1122) Procurement Program.

Budget Impacts & Costs

The funding is available through the 2010 Arizona Department of Homeland Security grant and the Vehicle Replacement Fund. The existing vehicle that currently carries this specialized equipment will be sold at auction once the new vehicle is purchased. The ongoing operating and maintenance costs for the existing vehicle will be shifted to maintain this new vehicle.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
X		X	X		$165,000

Account Name, Fund, Account and Line Item Number:
2010 Department of Homeland Security Grant, Account No. 1840-33182-551400, $115,000
Vehicle Replacement fund, Account No. 1120-13610-551400, $50,000

Recommendation

Approve the purchase from LDV, Inc. of a Bomb Squad Emergency Response Vehicle for the Glendale Police Department in an amount not to exceed $165,000.

Ed Beasley
City Manager

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Craig Johnson, P.E., Executive Director, Water Services

SUBJECT: **AWARD OF BID FOR ARROWHEAD RANCH WATER RECLAMATION FACILITY AERATION BLOWER IMPROVEMENTS PROJECT**

Purpose

This is a request for City Council to award a bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $408,541 for aeration blower system improvements at the Arrowhead Ranch Water Reclamation Facility (ARWRF).

Background

The ARWRF aeration blowers were installed in 1999. Aeration blowers are used to provide air for the wastewater treatment process. Improvements to the master control panel, three local control panels, and integration with the existing Supervisory Control and Data Acquisition (SCADA) system will provide better control of the blowers and aeration process at this facility. The SCADA system ensures system integrity and security to aid staff in the production and delivery of high-quality water services.

On April 26, 2012, three bids were received for this project. Hunter Contracting Co. submitted the lowest responsive and qualified bid.

Previous Council/Staff Actions

On April 13, 2010, Council authorized the City Manager to enter into a professional services agreement with Brown and Caldwell Inc. to provide design and construction administration services for blower system upgrades at the ARWRF in the amount of $148,587. On August 1, 2011, staff entered into Amendment No. 1 to the agreement for additional design services and bidding assistance to the scope of work for the replacement of the blower system in an additional amount of $43,598.

Community Benefit

This project will benefit the community by enhancing the reclamation process to continue providing high-quality effluent at the ARWRF.

Budget Impacts & Costs

Funds are available in the FY 2011-12 capital improvement plan. There are no additional operating costs associated with these projects once completed.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$408,541

Account Name, Fund, Account and Line Item Number:
Arrwhd Wtr Reclam Fac Imps, Account No. 2360-60007-550800, $408,541

Recommendation

Award the bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $408,541 for aeration blower system improvements at the Arrowhead Ranch Water Reclamation Facility.

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Craig Johnson, P.E., Executive Director, Water Services
SUBJECT:	AWARD OF BID FOR ARROWHEAD RANCH WATER RECLAMATION FACILITY AERATION BLOWER IMPROVEMENTS PROJECT

1. Construction Agreement

C-_____

CONSTRUCTION AGREEMENT

This Construction Agreement ("Agreement") is entered into and effective between the CITY OF GLENDALE, an Arizona municipal corporation ("City"), and Hunter Contracting Co., an Arizona corporation ("Contractor") as of the _____ day of _____, 2012.

RECITALS

A. City intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in the **Notice to Contractors** and the attached **Exhibit A** ("Project");

B. City desires to retain the services of Contractor to perform those specific duties and produce the specific work as set forth in the Project, the plans and specifications, the **Information for Bidders,** and the **Maricopa Association of Governments** ("MAG") **General and Supplemental Conditions and Provisions**;

C. City and Contractor desire to memorialize their agreement with this document.

AGREEMENT

In consideration of the Recitals, which are confirmed as true and correct and incorporated by this reference, the mutual promises and covenants contained in this Agreement, and other good and valuable consideration, City and Contractor agree as follows:

1. Project.

1.1 Scope. Contractor will provide all services and material necessary to assure the Project is completed timely and efficiently consistent with Project requirements, including, but not limited to, working in close interaction and interfacing with City and its designated employees, and working closely with others, including other contractors, providers or consultants retained by City.

1.2 Documents. The following documents are, by this reference, entirely incorporated into this Agreement and attached Exhibits as though fully set forth herein:

(A) Notice to Contractors;
(B) Information for Bidders;
(C) MAG General Conditions, Supplemental General Conditions, Special and Technical Provisions;
(D) Proposal;
(E) Bid Bond;
(F) Payment Bond;
(G) Performance Bond;
(H) Certificate of Insurance;
(I) Appendix; and
(J) Plans and Addenda thereto.

Should a conflict exist between this Agreement (and its attachments), and any of the incorporated documents as listed above, the provisions of this Agreement shall govern.

1.3 Project Team.

(A) Project Manager. Contractor will designate an employee as Project Manager with sufficient training, knowledge, and experience to, in the City's opinion, to complete the project and handle all aspects of the Project such that the work produced by Contractor is consistent with applicable standards as detailed in this Agreement.

(B) Project Team.

(1) The Project manager and all other employees assigned to the project by Contractor will comprise the "Project Team."

(2) Project Manager will have responsibility for and will supervise all other employees assigned to the project by Contractor.

(C) Sub-contractors.

(1) Contractor may engage specific technical contractor (each a "Sub-contractor") to furnish certain service functions.

(2) Contractor will remain fully responsible for Sub-contractor's services.

(3) Sub-contractors must be approved by the City, unless the Sub-contractor was previously mentioned in the response to the solicitation.

(4) Contractor shall certify by letter that contracts with Sub-contractors have been executed incorporating requirements and standards as set forth in this Agreement.

2. **Schedule.** The Project will be undertaken in a manner that ensures it is completed in a timely and efficient manner. If not otherwise stated in **Exhibit A**, the Project shall be completed by no later than within two hundred forty (240) consecutive calendar days from and including the date of receipt of the Notice to Proceed.

3. **Contractor's Work.**

3.1 **Standard.** Contractor must perform services in accordance with the standards of due diligence, care, and quality prevailing among contractors having substantial experience with the successful furnishing of services and materials for projects that are equivalent in size, scope, quality, and other criteria under the Project and identified in this Agreement.

3.2 **Licensing.** Contractor warrants that:

(A) Contractor and Sub-contractors will hold all appropriate and required licenses, registrations and other approvals necessary for the lawful furnishing of services ("Approvals"); and

(B) Neither Contractor nor any Sub-contractor has been debarred or otherwise legally excluded from contracting with any federal, state, or local governmental entity ("Debarment").

(1) City is under no obligation to ascertain or confirm the existence or issuance of any Approvals or Debarments or to examine Contractor's contracting ability.

(2) Contractor must notify City immediately if any Approvals or Debarment changes during the Agreement's duration and the failure of the Contractor to notify City as required will constitute a material default of this Agreement.

3.3 **Compliance.** Services and materials will be furnished in compliance with applicable federal, state, county and local statutes, rules, regulations, ordinances, building codes, life safety codes, or other standards and criteria designated by City.

3.4 **Coordination; Interaction.**

(A) If the City determines that the Project requires the coordination of professional services or other providers, Contractor will work in close consultation with City to proactively interact with any other contractors retained by City on the Project ("Coordinating Entities").

(B) Subject to any limitations expressly stated in the budget, Contractor will meet to review the Project, schedules, budget, and in-progress work with Coordinating Entities and the City as often and for durations as City reasonably considers necessary in order to ensure the timely work delivery and Project completion.

(C) If the Project does not involve Coordinating Entities, Contractor will proactively interact with

any other contractors when directed by City to obtain or disseminate timely information for the proper execution of the Project.

3.5 **Hazardous Substances.** Contractor is responsible for the appropriate handling, disposal of, and if necessary, any remediation and all losses and damages to the City, associated with the use or release of hazardous substances by Contractor in connection with completion of the Project.

3.6 **Warranties.** At any time within two years after completion of the Project, Contractor must, at Contractor's sole expense and within 20 days of written notice from the City, uncover, correct and remedy all defects in Contractor's work. City will accept a manufacturer's warranty on approved equipment as satisfaction of the Contractor's warranty under this subsection.

3.7. **Bonds.** Upon execution of this Agreement, and if applicable, Contractor must furnish Payment and Performance bonds as required under A.R.S. § 34-608.

4. **Compensation for the Project.**

4.1 **Compensation.** Contractor's compensation for the Project, including those furnished by its Sub-contractors will not exceed $408,541.00, as specifically detailed in the Contractor's bid and set forth in **Exhibit B** ("Compensation").

4.2 **Change in Scope of Project.** The Compensation may be equitably adjusted if the originally contemplated scope of services as outlined in the Project is significantly modified by the City.

(A) Adjustments to the Scope or Compensation require a written amendment to this Agreement and may require City Council approval.

(B) Additional services which are outside the scope of the Project and not contained in this Agreement may not be performed by the Contractor without prior written authorization from the City.

5. **Billings and Payment.**

5.1 **Applications.**

(A) The Contractor will submit monthly invoices (each, a "Payment Application") to City's Project Manager and City will remit payments based upon the Payment Application as stated below.

(B) The period covered by each Payment Application will be one calendar month ending on the last day of the month.

5.2 **Payment.**

(A) After a full and complete Payment Application is received, City will process and remit payment within 30 days.

(B) Payment may be subject to or conditioned upon City's receipt of:

(1) Completed work generated by Contractor and its Sub-contractors; and

(2) Unconditional waivers and releases on final payment from Sub-contractors as City may reasonably request to assure the Project will be free of claims arising from required performances under this Agreement.

5.3 **Review and Withholding.** City's Project Manager will timely review and certify Payment Applications.

(A) If the Payment Application is rejected, the Project Manager will issue a written listing of the items not approved for payment.

(B) City may withhold an amount sufficient to pay expenses that City reasonably expects to incur in correcting the deficiency or deficiencies rejected for payment.

(C) Contractor will provide, by separate cover, and concurrent with the execution of this Agreement, all required financial information to the City, including City of Glendale Transaction Privilege License and Federal Taxpayer identification numbers.

(D) City will temporarily withhold Compensation amounts as required by A.R.S. 34-221(C).

6. Termination.

6.1 For Convenience. City may terminate this Agreement for convenience, without cause, by delivering a written termination notice stating the effective termination date, which may not be less than 15 days following the date of delivery.

(A) Contractor will be equitably compensated any services and materials furnished prior to receipt of the termination notice and for reasonable costs incurred.

(B) Contractor will also be similarly compensated for any approved effort expended and approved costs incurred that are directly associated with Project closeout and delivery of the required items to the City.

6.2 For Cause. City may terminate this Agreement for cause if Contractor fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.

(A) Contractor will not be entitled to further payment until after City has determined its damages. If City's damages resulting from the breach, as determined by City, are less than the equitable amount due but not paid Contractor for Service and Repair furnished, City will pay the amount due to Contractor, less City's damages.

(B) If City's direct damages exceed amounts otherwise due to Contractor, Contractor must pay the difference to City immediately upon demand; however, Contractor will not be subject to consequential damages more than $1,000,000 or the amount of this Agreement, whichever is greater.

7. Insurance.

7.1 Requirements. Contractor must obtain and maintain the following insurance ("Required Insurance"):

(A) Contractor and Sub-contractors. Contractor, and each Sub-contractor performing work or providing materials related to this Agreement must procure and maintain the insurance coverages described below (collectively, "Contractor's Policies"), until each Parties' obligations under this Agreement are completed.

(B) General Liability.

(1) Contractor must at all times relevant hereto carry a commercial general liability policy with a combined single limit of at least $1,000,000 per occurrence and $2,000,000 annual aggregate.

(2) Sub-contactors must at all times relevant hereto carry a general commercial liability policy with a combined single limit of at least $1,000,000 per occurrence.

(3) This commercial general liability insurance must include independent contractors' liability, contractual liability, broad form property coverage, products and completed operations, XCU hazards if requested by the City, and a separation of insurance provision.

(4) These limits may be met through a combination of primary and excess liability coverage.

(C) Auto. A business auto policy providing a liability limit of at least $1,000,000 per accident for Contractor and 1,000,000 per accident for Sub-contractors and covering owned, non-owned and hired automobiles.

(D) Workers' Compensation and Employer's Liability. A workers' compensation and employer's

liability policy providing at least the minimum benefits required by Arizona law.

(E) Equipment Insurance. Contractor must secure, pay for, and maintain all-risk insurance as necessary to protect the City against loss of owned, non-owned, rented or leased capital equipment and tools, equipment and scaffolding, staging, towers and forms owned or rented by Contractor or its Sub-contractors.

(F) Notice of Changes. Contractor's Policies must provide for not less than 30 days' advance written notice to City Representative of:

(1) Cancellation or termination of Contractor or Sub-contractor's Policies;

(2) Reduction of the coverage limits of any of Contractor or and Sub-contractor's Policies; and

(3) Any other material modification of Contractor or Sub-contractor's Policies related to this Agreement.

(G) Certificates of Insurance.

(1) Within 10 business days after the execution of the Agreement, Contractor must deliver to City Representative certificates of insurance for each of Contractor and Sub-contractor's Policies, which will confirm the existence or issuance of Contractor and Sub-contractor's Policies in accordance with the provisions of this section, and copies of the endorsements of Contractor and Sub-contractor's Policies in accordance with the provisions of this section.

(2) City is and will be under no obligation either to ascertain or confirm the existence or issuance of Contractor and Sub-contractor's Policies, or to examine Contractor and Sub-contractor's Policies, or to inform Contractor or Sub-contractor in the event that any coverage does not comply with the requirements of this section.

(3) Contractor's failure to secure and maintain Contractor Policies and to assure Sub-contractor policies as required will constitute a material default under this Agreement.

(H) Other Contractors or Vendors.

(1) Other contractors or vendors that may be contracted by Contractor with in connection with the Project must procure and maintain insurance coverage as is appropriate to their particular agreement.

(2) This insurance coverage must comply with the requirements set forth above for Contractor's Policies (e.g., the requirements pertaining to endorsements to name the parties as additional insured parties and certificates of insurance).

(I) Policies. Except with respect to workers' compensation and employer's liability coverages, the City must be named and properly endorsed as additional insureds on all liability policies required by this section.

(1) The coverage extended to additional insureds must be primary and must not contribute with any insurance or self insurance policies or programs maintained by the additional insureds.

(2) All insurance policies obtained pursuant to this section must be with companies legally authorized to do business in the State of Arizona and acceptable to all parties.

7.2 Sub-contractors.

(A) Contractor must also cause its Sub-contractors to obtain and maintain the Required Insurance.

(B) City may consider waiving these insurance requirements for a specific Sub-contractor if City is satisfied the amounts required are not commercially available to the Sub-contractor and the insurance the Sub-contractor does have is appropriate for the Sub-contractor's work under this

Agreement.

(C) Contractor and Sub-contractors must provide to the City proof of Required Insurance whenever requested.

7.3 Indemnification.

(A) To the fullest extent permitted by law, Contractor must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense"; collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or Contractor) and that arises out of or results from the breach of this Agreement by the Contractor or the Contractor's negligent actions, errors or omissions (including any Sub-contractor or other person or firm employed by Contractor), whether sustained before or after completion of the Project.

(B) This indemnity and hold harmless policy applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, Contractor shall be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of Contractor or of any person or entity for whom Contractor is responsible.

(C) Contractor is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

7.4 **Waiver of Subrogation.** Contractor waives, and will require any Subcontractor to waive, all rights of subrogation against the City to the extent of all losses or damages covered by any policy of insurance.

8. Immigration Law Compliance.

8.1 Contractor, and on behalf any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

8.2 Any breach of warranty under subsection 8.1 above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

8.3 City retains the legal right to inspect the papers of any Contractor or subcontractor employee who performs work under this Agreement to ensure that the Contractor or any subcontractor is compliant with the warranty under subsection 8.1 above.

8.4 City may conduct random inspections, and upon request of City, Contractor shall provide copies of papers and records of Contractor demonstrating continued compliance with the warranty under subsection 8.1 above. Contractor agrees to keep papers and records available for inspection by the City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section 8.

8.5 Contractor agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon Contractor and expressly accrue those obligations directly to the benefit of the City. Contractor also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of the City.

8.6 Contractor's warranty and obligations under this section to the City is continuing throughout the term of this Agreement or until such time as the City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

8.7 The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

9. **Conflict.** Contractor acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

10. **Prohibitions.** Contractor certifies under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, that it does not have, and during the term of this Agreement will not have "scrutinized" business operations, as defined in the preceding statutes, in the countries of Sudan or Iran.

11. **Non-Discrimination Policies.** Contractor must not discriminate against any employee or applicant for employment on the basis of race, religion, color sex or national origin. Contractor must develop, implement and maintain non-discrimination policies and post the policies in conspicuous places visible to employees and applicants for employment. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section.

12. **Notices.**

12.1 A notice, request or other communication that is required or permitted under this Agreement (each a "Notice") will be effective only if:

(A) The Notice is in writing, and

(B) Delivered in person or by private express overnight delivery service (delivery charges prepaid), certified or registered mail (return receipt requested).

(C) Notice will be deemed to have been delivered to the person to whom it is addressed as of the date of receipt, if:

(1) Received on a business day, or before 5:00 p.m., at the address for Notices identified for the Party in this Agreement by U.S. Mail, hand delivery, or overnight courier on or before 5:00 p.m.; or

(2) As of the next business day after receipt, if received after 5:00 p.m.

(D) The burden of proof of the place and time of delivery is upon the Party giving the Notice.

(E) Digitalized signatures and copies of signatures will have the same effect as original signatures.

12.2 **Representatives.**

(A) Contractor. Contractor's representative ("Contractor's Representative") authorized to act on Contractor's behalf with respect to the Project, and his or her address for Notice delivery is:

Hunter Contracting Co.
Attn: Rob Padilla
701 N. Cooper Road
Gilbert, AZ 85233

(B) City. City's representative ("City's Representative") authorized to act on City's behalf, and his or her address for Notice delivery is:

City of Glendale
Attn: Tom Kaczmarowski
5850 West Glendale Avenue
Glendale, Arizona 85301

With required copies to:

City of Glendale
City Manager
5850 West Glendale Avenue
Glendale, Arizona 85301

City of Glendale
City Attorney
5850 West Glendale Avenue
Glendale, Arizona 85301

(C) Concurrent Notices.

(1) All notices to City's representative must be given concurrently to City Manager and City Attorney.

(2) A notice will not be considered to have been received by City's representative until the time that it has also been received by City Manager and City Attorney.

(3) City may appoint one or more designees for the purpose of receiving notice by delivery of a written notice to Contractor identifying the designee(s) and their respective addresses for notices.

(D) **Changes.** Contractor or City may change its representative or information on Notice, by giving Notice of the change in accordance with this section at least ten days prior to the change.

13. Financing Assignment. City may assign this Agreement to any City-affiliated entity, including a non-profit corporation or other entity whose primary purpose is to own or manage the Project.

14. Entire Agreement; Survival; Counterparts; Signatures.

14.1 Integration. This Agreement contains, except as stated below, the entire agreement between City and Contractor and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

(A) Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.

(B) Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.

(C) Any solicitation, addendums and responses submitted by the Contractor are incorporated fully into this Agreement as Exhibit A. Any inconsistency between Exhibit A and this Agreement will be resolved by the terms and conditions stated in this Agreement.

14.2 Interpretation.

(A) The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.

(B) The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.

(C) The Agreement will be interpreted in accordance with the laws of the State of Arizona.

14.3 Survival. Except as specifically provided otherwise in this Agreement each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of a Party, will survive completion of the Project, or the earlier termination of this Agreement.

14.4 Amendment. No amendment to this Agreement will be binding unless in writing and executed by the parties. Any amendment may be subject to City Council approval.

14.5 Remedies. All rights and remedies provided in this Agreement are cumulative and the exercise of any

one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.

14.6 **Severability.** If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

14.7 **Counterparts.** This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.

15. **Dispute Resolution.** Each claim, controversy and dispute ("Dispute") between Contractor and City will be resolved in accordance with Exhibit C. The final determination will be made by the City.

16. **Exhibits.** The following exhibits, with reference to the term in which they are first referenced, are incorporated by this reference.

Exhibit A	Project
Exhibit B	Compensation
Exhibit C	Dispute Resolution

The parties enter into this Agreement as of the date shown above.

City of Glendale,
an Arizona municipal corporation

_____
By: Ed Beasley
Its: City Manager

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

Hunter Contracting Co.
an Arizona corporation

_____
By: Rob Padilla
Its: Vice President

WOMEN-OWNED/MINORITY BUSINESS [ ] YES [ ] NO
CITY OF GLENDALE TRANSACTION PRIVILEGE TAX NO. _____
FEDERAL TAXPAYER IDENTIFICATION NO. _____

EXHIBIT A
CONSTRUCTION AGREEMENT

PROJECT

Project consists of upgrading controls and piping associated with the existing aeration blower system. This will generally consist of modification of three local control panels with new PLC and HMI, installing new master control panel and integration with existing plant SCADA system.

EXHIBIT B
CONSTRUCTION AGREEMENT

COMPENSATION

METHOD AND AMOUNT OF COMPENSATION

By bid, including all services, materials and costs.

NOT-TO-EXCEED AMOUNT

The total amount of compensation paid to Contractor for full completion of all work required by the Project during the entire term of the Project must not exceed $408,541.

DETAILED PROJECT COMPENSATION
Per Page 8 of the Bid Schedule.

EXHIBIT C
CONSTRUCTION AGREEMENT

DISPUTE RESOLUTION

1. Disputes.

1.1 Commitment. The parties commit to resolving all disputes promptly, equitably, and in a good-faith, cost-effective manner.

1.2 Application. The provisions of this Exhibit will be used by the parties to resolve all controversies, claims, or disputes ("Dispute") arising out of or related to this Agreement-including Disputes regarding any alleged breaches of this Agreement.

1.3 Initiation. A party may initiate a Dispute by delivery of written notice of the Dispute, including the specifics of the Dispute, to the Representative of the other party as required in this Agreement.

1.4 Informal Resolution. When a Dispute notice is given, the parties will designate a member of their senior management who will be authorized to expeditiously resolve the Dispute.

(A) The parties will provide each other with reasonable access during normal business hours to any and all non-privileged records, information and data pertaining to any Dispute in order to assist in resolving the Dispute as expeditiously and cost effectively as possible;

(B) The parties' senior managers will meet within 10 business days to discuss and attempt to resolve the Dispute promptly, equitably, and in a good faith manner, and

(C) The Senior Managers will agree to subsequent meetings if both parties agree that further meetings are necessary to reach a resolution of the Dispute.

2. Arbitration.

2.1 Rules. If the parties are unable to resolve the Dispute by negotiation within 30 days from the Dispute notice, and unless otherwise informal discussions are extended by the mutual agreement, the Dispute will be decided by binding arbitration in accordance with Construction Industry Rules of the AAA, as amended herein. Although the arbitration will be conducted in accordance with AAA Rules, it will not be administered by the AAA, but will be heard independently.

(A) The parties will exercise best efforts to select an arbitrator within 5 business days after agreement for arbitration. If the parties have not agreed upon an arbitrator within this period, the parties will submit the selection of the arbitrator to one of the principals of the mediation firm of Scott & Skelly, LLC, who will then select the arbitrator. The parties will equally share the fees and costs incurred in the selection of the arbitrator.

(B) The arbitrator selected must be an attorney with at least 15 years experience with commercial construction legal matters in Maricopa County, Arizona, be independent, impartial, and not have engaged in any business for or adverse to either Party for at least 10 years.

2.2 Discovery. The extent and the time set for discovery will be as determined by the arbitrator. Each Party must, however, within ten (10) days of selection of an arbitrator deliver to the other Party copies of all documents in the delivering party's possession that are relevant to the dispute.

2.3 Hearing. The arbitration hearing will be held within 90 days of the appointment of the arbitrator. The arbitration hearing, all proceedings, and all discovery will be conducted in Glendale, Arizona unless otherwise agreed by the parties or required as a result of witness location. Telephonic hearings and other reasonable arrangements may be used to minimize costs.

2.4 Award. At the arbitration hearing, each Party will submit its position to the arbitrator, evidence to support that position, and the exact award sought in this matter with specificity. The arbitrator must select the award sought by one of the parties as the final judgment and may not independently alter or modify the awards sought by the parties, fashion any remedy, or make any equitable order. The arbitrator has no authority to consider or award punitive damages.

2.5 Final Decision. The Arbitrator's decision should be rendered within 15 days after the arbitration hearing is concluded. This decision will be final and binding on the Parties.

2.6 Costs. The prevailing party may enter the arbitration in any court having jurisdiction in order to convert it to a judgment. The non-prevailing party shall pay all of the prevailing party's arbitration costs and expenses, including reasonable attorney's fees and costs.

3. Services to Continue Pending Dispute. Unless otherwise agreed to in writing, Contractor must continue to perform and maintain progress of required services during any Dispute resolution or arbitration proceedings, and City will continue to make payment to Contractor in accordance with this Agreement.

4. Exceptions.

4.1 Third Party Claims. City and Contractor are not required to arbitrate any third-party claim, cross-claim, counter claim, or other claim or defense of a third-party who is not obligated by contract to arbitrate disputes with City and Contractor.

4.2 Liens. City or Contractor may commence and prosecute a civil action to contest a lien or stop notice, or enforce any lien or stop notice, but only to the extent the lien or stop notice the Party seeks to enforce is enforceable under Arizona Law, including, without limitation, an action under A.R.S. § 33-420, without the necessity of initiating or exhausting the procedures of this Exhibit.

4.3 Governmental Actions. This Exhibit does not apply to, and must not be construed to require arbitration of, any claims, actions or other process filed or issued by City of Glendale Building Safety Department or any other agency of City acting in its governmental permitting or other regulatory capacity.

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Craig Johnson, P.E., Executive Director, Water Services

SUBJECT: **AWARD OF BID FOR WEST AREA WATER RECLAMATION FACILITY UV VENTILATION IMPROVEMENT PROJECT**

Purpose

This is a request for City Council to award a bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $160,120 for ultraviolet disinfection facility ventilation improvements at the West Area Water Reclamation Facility (WAWRF).

Background

The WAWRF ultraviolet disinfection facility was constructed in 2001. This improvement project will add fiberglass ductwork to the existing ventilation system, and will extend the life of the ultraviolet disinfection facility system equipment.

On April 26, 2012, two bids were received for this project. Hunter Contracting Co. submitted the lowest responsive and qualified bid.

Previous Council/Staff Actions

On March 13, 2012, staff entered into a Professional Services Agreement with Arcadis, U.S. Inc. for miscellaneous improvements at the WAWRF in an amount not to exceed $49,748. The professional services agreement included design services for ventilation improvements at the WAWRF, conceptual analysis and recommendations for pump station improvements, and development of specifications and inspection services for repainting of exterior metal surfaces. The amount of $18,814.66 from the total contract price covered the costs for the ventilation improvements.

Arcadis, U.S. Inc. was selected from the Engineering Department's Consultant On-Call list which, was developed from the Request for Qualifications submittals that were evaluated in late 2010 and became active in January 2011.

Community Benefit

This project will benefit the community by improving the city's wastewater treatment processes to continue providing high-quality effluent at the West Area Water Reclamation Facility.

Budget Impacts & Costs

Funds are available in the FY 2011-12 capital improvement plan. There are no additional operating costs associated with these projects once completed.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$160,120

Account Name, Fund, Account and Line Item Number:
WAWRF Phase IV, Account No. 2360-60008-550800, $160,120

Recommendation

Award the bid and authorize the City Manager to enter into a construction agreement with Hunter Contracting Co. in an amount not to exceed $160,120 for ultraviolet disinfection facility ventilation improvements at the West Area Water Reclamation Facility.

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Craig Johnson, P.E., Executive Director, Water Services
SUBJECT:	AWARD OF BID WEST AREA WATER RECLAMATION FACILITY UV VENTILATION IMPROVEMENT PROJECT

1. Construction Agreement

C-_____

CONSTRUCTION AGREEMENT

This Construction Agreement ("Agreement") is entered into and effective between the CITY OF GLENDALE, an Arizona municipal corporation ("City"), and Hunter Contracting Co., an Arizona corporation ("Contractor") as of the _____ day of _____, 2012.

RECITALS

A. City intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in the **Notice to Contractors** and the attached **Exhibit A** ("Project");

B. City desires to retain the services of Contractor to perform those specific duties and produce the specific work as set forth in the Project, the plans and specifications, the **Information for Bidders,** and the **Maricopa Association of Governments** ("MAG") **General and Supplemental Conditions and Provisions**;

C. City and Contractor desire to memorialize their agreement with this document.

AGREEMENT

In consideration of the Recitals, which are confirmed as true and correct and incorporated by this reference, the mutual promises and covenants contained in this Agreement, and other good and valuable consideration, City and Contractor agree as follows:

1. Project.

1.1 Scope. Contractor will provide all services and material necessary to assure the Project is completed timely and efficiently consistent with Project requirements, including, but not limited to, working in close interaction and interfacing with City and its designated employees, and working closely with others, including other contractors, providers or consultants retained by City.

1.2 Documents. The following documents are, by this reference, entirely incorporated into this Agreement and attached Exhibits as though fully set forth herein:

(A) Notice to Contractors;
(B) Information for Bidders;
(C) MAG General Conditions, Supplemental General Conditions, Special and Technical Provisions;
(D) Proposal;
(E) Bid Bond;
(F) Payment Bond;
(G) Performance Bond;
(H) Certificate of Insurance;
(I) Appendix; and
(J) Plans and Addenda thereto.

Should a conflict exist between this Agreement (and its attachments), and any of the incorporated documents as listed above, the provisions of this Agreement shall govern.

1.3 Project Team.

(A) Project Manager. Contractor will designate an employee as Project Manager with sufficient training, knowledge, and experience to, in the City's opinion, to complete the project and handle all aspects of the Project such that the work produced by Contractor is consistent with applicable standards as detailed in this Agreement.

(B) Project Team.

(1) The Project manager and all other employees assigned to the project by Contractor will comprise the "Project Team."

(2) Project Manager will have responsibility for and will supervise all other employees assigned to the project by Contractor.

(C) Sub-contractors.

(1) Contractor may engage specific technical contractor (each a "Sub-contractor") to furnish certain service functions.

(2) Contractor will remain fully responsible for Sub-contractor's services.

(3) Sub-contractors must be approved by the City, unless the Sub-contractor was previously mentioned in the response to the solicitation.

(4) Contractor shall certify by letter that contracts with Sub-contractors have been executed incorporating requirements and standards as set forth in this Agreement.

2. **Schedule.** The Project will be undertaken in a manner that ensures it is completed in a timely and efficient manner. If not otherwise stated in **Exhibit A**, the Project shall be completed by no later than within ninety (90) consecutive calendar days from and including the date of receipt of the Notice to Proceed.

3. **Contractor's Work.**

3.1 **Standard.** Contractor must perform services in accordance with the standards of due diligence, care, and quality prevailing among contractors having substantial experience with the successful furnishing of services and materials for projects that are equivalent in size, scope, quality, and other criteria under the Project and identified in this Agreement.

3.2 **Licensing.** Contractor warrants that:

(A) Contractor and Sub-contractors will hold all appropriate and required licenses, registrations and other approvals necessary for the lawful furnishing of services ("Approvals"); and

(B) Neither Contractor nor any Sub-contractor has been debarred or otherwise legally excluded from contracting with any federal, state, or local governmental entity ("Debarment").

(1) City is under no obligation to ascertain or confirm the existence or issuance of any Approvals or Debarments or to examine Contractor's contracting ability.

(2) Contractor must notify City immediately if any Approvals or Debarment changes during the Agreement's duration and the failure of the Contractor to notify City as required will constitute a material default of this Agreement.

3.3 **Compliance.** Services and materials will be furnished in compliance with applicable federal, state, county and local statutes, rules, regulations, ordinances, building codes, life safety codes, or other standards and criteria designated by City.

3.4 **Coordination; Interaction.**

(A) If the City determines that the Project requires the coordination of professional services or other providers, Contractor will work in close consultation with City to proactively interact with any other contractors retained by City on the Project ("Coordinating Entities").

(B) Subject to any limitations expressly stated in the budget, Contractor will meet to review the Project, schedules, budget, and in-progress work with Coordinating Entities and the City as often and for durations as City reasonably considers necessary in order to ensure the timely work delivery and Project completion.

(C) If the Project does not involve Coordinating Entities, Contractor will proactively interact with any other contractors when directed by City to obtain or disseminate timely information for the proper execution of the Project.

3.5 **Hazardous Substances.** Contractor is responsible for the appropriate handling, disposal of, and if necessary, any remediation and all losses and damages to the City, associated with the use or release of hazardous substances by Contractor in connection with completion of the Project.

3.6 **Warranties.** At any time within two years after completion of the Project, Contractor must, at Contractor's sole expense and within 20 days of written notice from the City, uncover, correct and remedy all defects in Contractor's work. City will accept a manufacturer's warranty on approved equipment as satisfaction of the Contractor's warranty under this subsection.

3.7. **Bonds.** Upon execution of this Agreement, and if applicable, Contractor must furnish Payment and Performance bonds as required under A.R.S. § 34-608.

4. Compensation for the Project.

4.1 **Compensation.** Contractor's compensation for the Project, including those furnished by its Sub-contractors will not exceed $160,120.00, as specifically detailed in the Contractor's bid and set forth in **Exhibit B** ("Compensation").

4.2 **Change in Scope of Project.** The Compensation may be equitably adjusted if the originally contemplated scope of services as outlined in the Project is significantly modified by the City.

(A) Adjustments to the Scope or Compensation require a written amendment to this Agreement and may require City Council approval.

(B) Additional services which are outside the scope of the Project and not contained in this Agreement may not be performed by the Contractor without prior written authorization from the City.

5. Billings and Payment.

5.1 **Applications.**

(A) The Contractor will submit monthly invoices (each, a "Payment Application") to City's Project Manager and City will remit payments based upon the Payment Application as stated below.

(B) The period covered by each Payment Application will be one calendar month ending on the last day of the month.

5.2 **Payment.**

(A) After a full and complete Payment Application is received, City will process and remit payment within 30 days.

(B) Payment may be subject to or conditioned upon City's receipt of:

(1) Completed work generated by Contractor and its Sub-contractors; and

(2) Unconditional waivers and releases on final payment from Sub-contractors as City may reasonably request to assure the Project will be free of claims arising from required performances under this Agreement.

5.3 **Review and Withholding.** City's Project Manager will timely review and certify Payment Applications.

(A) If the Payment Application is rejected, the Project Manager will issue a written listing of the items not approved for payment.

(B) City may withhold an amount sufficient to pay expenses that City reasonably expects to incur in correcting the deficiency or deficiencies rejected for payment.

(C) Contractor will provide, by separate cover, and concurrent with the execution of this Agreement, all required financial information to the City, including City of Glendale Transaction Privilege License and Federal Taxpayer identification numbers.

(D) City will temporarily withhold Compensation amounts as required by A.R.S. 34-221(C).

6. Termination.

6.1 For Convenience. City may terminate this Agreement for convenience, without cause, by delivering a written termination notice stating the effective termination date, which may not be less than 15 days following the date of delivery.

(A) Contractor will be equitably compensated any services and materials furnished prior to receipt of the termination notice and for reasonable costs incurred.

(B) Contractor will also be similarly compensated for any approved effort expended and approved costs incurred that are directly associated with Project closeout and delivery of the required items to the City.

6.2 For Cause. City may terminate this Agreement for cause if Contractor fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.

(A) Contractor will not be entitled to further payment until after City has determined its damages. If City's damages resulting from the breach, as determined by City, are less than the equitable amount due but not paid Contractor for Service and Repair furnished, City will pay the amount due to Contractor, less City's damages.

(B) If City's direct damages exceed amounts otherwise due to Contractor, Contractor must pay the difference to City immediately upon demand; however, Contractor will not be subject to consequential damages more than $1,000,000 or the amount of this Agreement, whichever is greater.

7. Insurance.

7.1 Requirements. Contractor must obtain and maintain the following insurance ("Required Insurance"):

(A) Contractor and Sub-contractors. Contractor, and each Sub-contractor performing work or providing materials related to this Agreement must procure and maintain the insurance coverages described below (collectively, "Contractor's Policies"), until each Parties' obligations under this Agreement are completed.

(B) General Liability.

(1) Contractor must at all times relevant hereto carry a commercial general liability policy with a combined single limit of at least $1,000,000 per occurrence and $2,000,000 annual aggregate.

(2) Sub-contactors must at all times relevant hereto carry a general commercial liability policy with a combined single limit of at least $1,000,000 per occurrence.

(3) This commercial general liability insurance must include independent contractors' liability, contractual liability, broad form property coverage, products and completed operations, XCU hazards if requested by the City, and a separation of insurance provision.

(4) These limits may be met through a combination of primary and excess liability coverage.

(C) Auto. A business auto policy providing a liability limit of at least $1,000,000 per accident for Contractor and 1,000,000 per accident for Sub-contractors and covering owned, non-owned and hired automobiles.

(D) Workers' Compensation and Employer's Liability. A workers' compensation and employer's liability policy providing at least the minimum benefits required by Arizona law.

(E) Equipment Insurance. Contractor must secure, pay for, and maintain all-risk insurance as necessary to protect the City against loss of owned, non-owned, rented or leased capital equipment and tools, equipment and scaffolding, staging, towers and forms owned or rented by Contractor or its Sub-contractors.

(F) Notice of Changes. Contractor's Policies must provide for not less than 30 days' advance written notice to City Representative of:

(1) Cancellation or termination of Contractor or Sub-contractor's Policies;

(2) Reduction of the coverage limits of any of Contractor or and Sub-contractor's Policies; and

(3) Any other material modification of Contractor or Sub-contractor's Policies related to this Agreement.

(G) Certificates of Insurance.

(1) Within 10 business days after the execution of the Agreement, Contractor must deliver to City Representative certificates of insurance for each of Contractor and Sub-contractor's Policies, which will confirm the existence or issuance of Contractor and Sub-contractor's Policies in accordance with the provisions of this section, and copies of the endorsements of Contractor and Sub-contractor's Policies in accordance with the provisions of this section.

(2) City is and will be under no obligation either to ascertain or confirm the existence or issuance of Contractor and Sub-contractor's Policies, or to examine Contractor and Sub-contractor's Policies, or to inform Contractor or Sub-contractor in the event that any coverage does not comply with the requirements of this section.

(3) Contractor's failure to secure and maintain Contractor Policies and to assure Sub-contractor policies as required will constitute a material default under this Agreement.

(H) Other Contractors or Vendors.

(1) Other contractors or vendors that may be contracted by Contractor with in connection with the Project must procure and maintain insurance coverage as is appropriate to their particular agreement.

(2) This insurance coverage must comply with the requirements set forth above for Contractor's Policies (e.g., the requirements pertaining to endorsements to name the parties as additional insured parties and certificates of insurance).

(I) Policies. Except with respect to workers' compensation and employer's liability coverages, the City must be named and properly endorsed as additional insureds on all liability policies required by this section.

(1) The coverage extended to additional insureds must be primary and must not contribute with any insurance or self insurance policies or programs maintained by the additional insureds.

(2) All insurance policies obtained pursuant to this section must be with companies legally authorized to do business in the State of Arizona and acceptable to all parties.

7.2 Sub-contractors.

(A) Contractor must also cause its Sub-contractors to obtain and maintain the Required Insurance.

(B) City may consider waiving these insurance requirements for a specific Sub-contractor if City is satisfied the amounts required are not commercially available to the Sub-contractor and the

insurance the Sub-contractor does have is appropriate for the Sub-contractor's work under this Agreement.

(C) Contractor and Sub-contractors must provide to the City proof of Required Insurance whenever requested.

7.3 Indemnification.

(A) To the fullest extent permitted by law, Contractor must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense"; collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or Contractor) and that arises out of or results from the breach of this Agreement by the Contractor or the Contractor's negligent actions, errors or omissions (including any Sub-contractor or other person or firm employed by Contractor), whether sustained before or after completion of the Project.

(B) This indemnity and hold harmless policy applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, Contractor shall be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of Contractor or of any person or entity for whom Contractor is responsible.

(C) Contractor is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

7.4 **Waiver of Subrogation.** Contractor waives, and will require any Subcontractor to waive, all rights of subrogation against the City to the extent of all losses or damages covered by any policy of insurance.

8. Immigration Law Compliance.

8.1 Contractor, and on behalf any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

8.2 Any breach of warranty under subsection 8.1 above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

8.3 City retains the legal right to inspect the papers of any Contractor or subcontractor employee who performs work under this Agreement to ensure that the Contractor or any subcontractor is compliant with the warranty under subsection 8.1 above.

8.4 City may conduct random inspections, and upon request of City, Contractor shall provide copies of papers and records of Contractor demonstrating continued compliance with the warranty under subsection 8.1 above. Contractor agrees to keep papers and records available for inspection by the City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section 8.

8.5 Contractor agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon Contractor and expressly accrue those obligations directly to the benefit of the City. Contractor also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of the City.

8.6 Contractor's warranty and obligations under this section to the City is continuing throughout the term of this Agreement or until such time as the City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

8.7 The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

9. **Conflict.** Contractor acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

10. **Prohibitions.** Contractor certifies under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, that it does not have, and during the term of this Agreement will not have "scrutinized" business operations, as defined in the preceding statutes, in the countries of Sudan or Iran.

11. **Non-Discrimination Policies.** Contractor must not discriminate against any employee or applicant for employment on the basis of race, religion, color sex or national origin. Contractor must develop, implement and maintain non-discrimination policies and post the policies in conspicuous places visible to employees and applicants for employment. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section.

12. **Notices.**

12.1 A notice, request or other communication that is required or permitted under this Agreement (each a "Notice") will be effective only if:

(A) The Notice is in writing, and

(B) Delivered in person or by private express overnight delivery service (delivery charges prepaid), certified or registered mail (return receipt requested).

(C) Notice will be deemed to have been delivered to the person to whom it is addressed as of the date of receipt, if:

(1) Received on a business day, or before 5:00 p.m., at the address for Notices identified for the Party in this Agreement by U.S. Mail, hand delivery, or overnight courier on or before 5:00 p.m.; or

(2) As of the next business day after receipt, if received after 5:00 p.m.

(D) The burden of proof of the place and time of delivery is upon the Party giving the Notice.

(E) Digitalized signatures and copies of signatures will have the same effect as original signatures.

12.2 **Representatives.**

(A) Contractor. Contractor's representative ("Contractor's Representative") authorized to act on Contractor's behalf with respect to the Project, and his or her address for Notice delivery is:

Hunter Contracting Co.
Attn: Rob Padilla
701 N. Cooper Road
Gilbert, AZ 85233

(B) City. City's representative ("City's Representative") authorized to act on City's behalf, and his or her address for Notice delivery is:

City of Glendale
Attn: Tom Kaczmarowski
5850 West Glendale Avenue
Glendale, Arizona 85301

With required copies to:

City of Glendale
City Manager
5850 West Glendale Avenue
Glendale, Arizona 85301

City of Glendale
City Attorney
5850 West Glendale Avenue
Glendale, Arizona 85301

(C) Concurrent Notices.

(1) All notices to City's representative must be given concurrently to City Manager and City Attorney.

(2) A notice will not be considered to have been received by City's representative until the time that it has also been received by City Manager and City Attorney.

(3) City may appoint one or more designees for the purpose of receiving notice by delivery of a written notice to Contractor identifying the designee(s) and their respective addresses for notices.

(D) **Changes.** Contractor or City may change its representative or information on Notice, by giving Notice of the change in accordance with this section at least ten days prior to the change.

13. Financing Assignment. City may assign this Agreement to any City-affiliated entity, including a non-profit corporation or other entity whose primary purpose is to own or manage the Project.

14. Entire Agreement; Survival; Counterparts; Signatures.

14.1 Integration. This Agreement contains, except as stated below, the entire agreement between City and Contractor and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

(A) Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.

(B) Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.

(C) Any solicitation, addendums and responses submitted by the Contractor are incorporated fully into this Agreement as Exhibit A. Any inconsistency between Exhibit A and this Agreement will be resolved by the terms and conditions stated in this Agreement.

14.2 Interpretation.

(A) The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.

(B) The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.

(C) The Agreement will be interpreted in accordance with the laws of the State of Arizona.

14.3 Survival. Except as specifically provided otherwise in this Agreement each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of a Party, will survive completion of the Project, or the earlier termination of this Agreement.

14.4 Amendment. No amendment to this Agreement will be binding unless in writing and executed by the parties. Any amendment may be subject to City Council approval.

14.5 Remedies. All rights and remedies provided in this Agreement are cumulative and the exercise of any one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.

14.6 **Severability.** If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

14.7 **Counterparts.** This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.

15. **Dispute Resolution.** Each claim, controversy and dispute ("Dispute") between Contractor and City will be resolved in accordance with Exhibit C. The final determination will be made by the City.

16. **Exhibits.** The following exhibits, with reference to the term in which they are first referenced, are incorporated by this reference.

Exhibit A	Project
Exhibit B	Compensation
Exhibit C	Dispute Resolution

The parties enter into this Agreement as of the date shown above.

City of Glendale,
an Arizona municipal corporation

_____
By: Ed Beasley
Its: City Manager

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

Hunter Contracting Co.
an Arizona corporation

_____
By: Rob Padilla
Its: Vice President

WOMEN-OWNED/MINORITY BUSINESS [ ] YES [ ] NO
CITY OF GLENDALE TRANSACTION PRIVILEGE TAX NO. _____
FEDERAL TAXPAYER IDENTIFICATION NO. _____

EXHIBIT A
CONSTRUCTION AGREEMENT

PROJECT

This project is located at the West Area Water Reclamation Facility (WARF) and includes installation of fiberglass reinforced plastic (FRP) foul air ductwork, dampers, and accessories for ventilation improvements at the existing UV Effluent Channel and Backwash Supply/NPW Pump Station.

EXHIBIT B
CONSTRUCTION AGREEMENT

COMPENSATION

METHOD AND AMOUNT OF COMPENSATION

By bid, including all services, materials and costs.

NOT-TO-EXCEED AMOUNT

The total amount of compensation paid to Contractor for full completion of all work required by the Project during the entire term of the Project must not exceed $160,120.

DETAILED PROJECT COMPENSATION

Per Page 8 of the Bid Schedule.

EXHIBIT C
CONSTRUCTION AGREEMENT

DISPUTE RESOLUTION

1. Disputes.

1.1 Commitment. The parties commit to resolving all disputes promptly, equitably, and in a good-faith, cost-effective manner.

1.2 Application. The provisions of this Exhibit will be used by the parties to resolve all controversies, claims, or disputes ("Dispute") arising out of or related to this Agreement-including Disputes regarding any alleged breaches of this Agreement.

1.3 Initiation. A party may initiate a Dispute by delivery of written notice of the Dispute, including the specifics of the Dispute, to the Representative of the other party as required in this Agreement.

1.4 Informal Resolution. When a Dispute notice is given, the parties will designate a member of their senior management who will be authorized to expeditiously resolve the Dispute.

(A) The parties will provide each other with reasonable access during normal business hours to any and all non-privileged records, information and data pertaining to any Dispute in order to assist in resolving the Dispute as expeditiously and cost effectively as possible;

(B) The parties' senior managers will meet within 10 business days to discuss and attempt to resolve the Dispute promptly, equitably, and in a good faith manner, and

(C) The Senior Managers will agree to subsequent meetings if both parties agree that further meetings are necessary to reach a resolution of the Dispute.

2. Arbitration.

2.1 Rules. If the parties are unable to resolve the Dispute by negotiation within 30 days from the Dispute notice, and unless otherwise informal discussions are extended by the mutual agreement, the Dispute will be decided by binding arbitration in accordance with Construction Industry Rules of the AAA, as amended herein. Although the arbitration will be conducted in accordance with AAA Rules, it will not be administered by the AAA, but will be heard independently.

(A) The parties will exercise best efforts to select an arbitrator within 5 business days after agreement for arbitration. If the parties have not agreed upon an arbitrator within this period, the parties will submit the selection of the arbitrator to one of the principals of the mediation firm of Scott & Skelly, LLC, who will then select the arbitrator. The parties will equally share the fees and costs incurred in the selection of the arbitrator.

(B) The arbitrator selected must be an attorney with at least 15 years experience with commercial construction legal matters in Maricopa County, Arizona, be independent, impartial, and not have engaged in any business for or adverse to either Party for at least 10 years.

2.2 Discovery. The extent and the time set for discovery will be as determined by the arbitrator. Each Party must, however, within ten (10) days of selection of an arbitrator deliver to the other Party copies of all documents in the delivering party's possession that are relevant to the dispute.

2.3 Hearing. The arbitration hearing will be held within 90 days of the appointment of the arbitrator. The arbitration hearing, all proceedings, and all discovery will be conducted in Glendale, Arizona unless otherwise agreed by the parties or required as a result of witness location. Telephonic hearings and other reasonable arrangements may be used to minimize costs.

2.4 Award. At the arbitration hearing, each Party will submit its position to the arbitrator, evidence to support that position, and the exact award sought in this matter with specificity. The arbitrator must select the award sought by one of the parties as the final judgment and may not independently alter or modify the awards sought by the parties, fashion any remedy, or make any equitable order. The arbitrator has no authority to consider or award punitive damages.

2.5 Final Decision. The Arbitrator's decision should be rendered within 15 days after the arbitration hearing is concluded. This decision will be final and binding on the Parties.

2.6 Costs. The prevailing party may enter the arbitration in any court having jurisdiction in order to convert it to a judgment. The non-prevailing party shall pay all of the prevailing party's arbitration costs and expenses, including reasonable attorney's fees and costs.

3. Services to Continue Pending Dispute. Unless otherwise agreed to in writing, Contractor must continue to perform and maintain progress of required services during any Dispute resolution or arbitration proceedings, and City will continue to make payment to Contractor in accordance with this Agreement.

4. Exceptions.

4.1 Third Party Claims. City and Contractor are not required to arbitrate any third-party claim, cross-claim, counter claim, or other claim or defense of a third-party who is not obligated by contract to arbitrate disputes with City and Contractor.

4.2 Liens. City or Contractor may commence and prosecute a civil action to contest a lien or stop notice, or enforce any lien or stop notice, but only to the extent the lien or stop notice the Party seeks to enforce is enforceable under Arizona Law, including, without limitation, an action under A.R.S. § 33-420, without the necessity of initiating or exhausting the procedures of this Exhibit.

4.3 Governmental Actions. This Exhibit does not apply to, and must not be construed to require arbitration of, any claims, actions or other process filed or issued by City of Glendale Building Safety Department or any other agency of City acting in its governmental permitting or other regulatory capacity.

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Erik Strunk, Executive Director, Parks, Recreation & Library Services

SUBJECT: **FISCAL YEAR 2012-13 PERFORMING ARTS PARTNERSHIP PROGRAM**

Purpose

This is a request for City Council to approve the expenditures from the Municipal Arts Fund for the various agencies that have been selected by the Glendale Arts Commission to participate in the Fiscal Year (FY) 2012-13 Performing Arts Partnership Program.

Background

In 1996, Council approved the Performing Arts Partnership Program. Under this program, one percent of construction projects in the capital improvement plan are deposited in the municipal art fund to be used to administer the city's public art and performing arts program. Expenditures from the Municipal Arts Fund for the Annual Performing Arts Partnership Program are recommended by the Glendale Arts Commission through its annual arts projects plan and are subject to approval by Council. Proposals for performing arts projects to be held in Glendale were solicited from non-profit arts organizations, schools and government agencies for FY 2012-13. On May 17, 2012, the Arts Commission met to evaluate 11 applications. Nine of the proposals were selected for recommendation for full funding; one proposal was recommended for partial funding. The expenditures recommended, totaling $35,500, are as follows:

- $4,000 - ABT Performing Arts Association will present *ABT's Theatre for Young Audiences Goes to the Library*. ABT will partner with Glendale Public Library to present two full performances of a book-based children's play by ABT's professional actors in the library's main branch auditorium. Programs will have activities in advance of the performances for youth and families.
- $4,000 - Arizona Theatre Company will provide an artist-in-residency project, which will include language workshops, Shakespearean scene study, interaction with professional Shakespearean actors and written materials for 9th and 10th grade classrooms at Mountain Ridge High School and 12th grade classrooms at Glendale High School.
- $4,000 - Ballet Arizona will produce and present *Ballet Under the Stars*, a free public outdoor performance at Sahuaro Ranch Park in September. Ballet Arizona will also partner with Don Mensendick Elementary School to produce *Class Act,* a student performance, which will take place during the intermission of *Ballet Under the Stars*.

- $4,000 - Center Dance Ensemble will give 12 performances of their touring shows at nine Glendale elementary schools during the 2012-2013 school year, at no charge to the schools; *The ABC's of Dance* for grades K-6 (four performances), *Poetry 'n Motion* for grades K-3 (three performances) and *More Poetry 'n Motion* for grades 4-6 (five performances).
- $3,000 - Childsplay, Inc. will present four touring performances between September 2012 and June 2013 for after-school and weekend audiences at Foothills Branch Library. The shows are *Rock the Presidents, Food for Thought*, and *Tomás and the Library Lady*. Each production will feature Childsplay's professional adult actors and scenery, costumes, and props designed by nationally respected artists.
- $4,000 - Free Arts For Abused Children of Arizona will provide five teaching artists to conduct one five-week residency at two group homes. This project will culminate in a festival, *One World, One People*, for approximately 100 abused and homeless or at-risk youth living in 10 group homes in Glendale. The festival will be held at Sahuaro Ranch Park on March 14, 2013.
- $500 - The Glendale Youth Project will produce Hip Hop classes at Glendale Community Centers.
- $4,000 - Opendance will provide classes and workshops based on the classic story of *Ferdinand the Bull*. Performances will be held at two Glendale community centers and two assisted living centers in Glendale. Three teaching artists will also conduct four workshops for 15 youth at the Glendale community centers. The youth will read, write, draw, paint, make props, create dances, lyrics, sounds, songs, script, and scenery while working alongside professionals in their field.
- $4,000 - Phoenix Symphony Association will provide a *School Music Education Experience*. Bicentennial South Elementary School will receive a *Bach-in-Roll Assembly* provided by one of the Symphony's touring ensembles, followed by attendance at one of the *Symphony for the Schools* concerts for the entire school.
- $4,000 - Scottsdale Cultural Council will present *Arizona Wolf Trap*, which places professional performing artists in Glendale preschool classrooms to help teach curriculum using the performing arts. Sessions will be twice a week for seven weeks.

The public events will occur between July 1, 2012 and June 30, 2013. As such, additional public notification will take place on the city's website and via press-release. Additionally, the funding recipients will promote events through their marketing efforts.

Previous Council/Staff Actions

Every year since 1996, Council has approved the expenditures from the Municipal Arts Fund for the Performing Arts Partnership Program to motivate, increase and support the performing arts in Glendale. Since the inception of the program, the city has invested $527,300 in 191 performing arts projects.

Community Benefit

The Performing Arts Partnership Program supports a wide variety of free programs, which make the arts more accessible to Glendale citizens, most notably youth and their families. The various organizations host a variety of diverse arts programs throughout the community that can be enjoyed by residents of all ages.

Budget Impacts & Costs

Funds are available through the Public Art Program. There are no operating costs associated with this program. A transfer of appropriation within the Arts Maintenance FY 2012-13 budget for $20,500 from 1220-15310-552000 to 1220-15310-531200 is needed to bring the available budget in this account number to $35,500.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
			X		$35,500

Account Name, Fund, Account and Line Item Number:
Arts Maintenance, Account No. 1220-15310-531200, $35,500

Recommendation

Approve the expenditures from the Municipal Arts Fund for the various agencies that have been selected by the Glendale Arts Commission to participate in the FY 2012-13 Performing Arts Partnership Program.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Erik Strunk, Executive Director, Parks, Recreation & Library Services
SUBJECT:	FISCAL YEAR 2012-2013 PERFORMING ARTS PARTNERSHIP PROGRAM

1. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – ABT Performing Arts Association dba Arizona Broadway Theatre
2. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Arizona Theatre Company
3. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Ballet Arizona
4. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Center Dance Ensemble
5. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Childsplay Inc.
6. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Free Arts For Abused Children Of Arizona
7. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Glendale Youth Project
8. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Opendance
9. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Phoenix Symphony Association
10. Personal Services Contract For FY 2012-13 Performing Arts Partnership Program – Scottsdale Cultural Council

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and ABT PERFORMING ARTS ASSOCIATION, an Arizona non-profit corporation, dba ARIZONA BROADWAY THEATRE, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $4,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

c. IC is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

13. INTEGRATION. This Agreement contains, except as stated below, the entire Agreement between City and IC and supersedes all prior conversations and negotiations between the parties regarding this Agreement.

14. SURVIVAL. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of City or IC will survive the termination of this Agreement.

15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

ABT PERFORMING ARTS ASSOCIATION, INC., an Arizona non-profit corporation, dba ARIZONA BROADWAY THEATRE

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **ABT's Theatre for Young Audiences Goes to the Library**

DESCRIPTION: ABT proposes to partner with the Glendale Public Library to present two programs, one in the fall of 2012 and one in the spring of 2013, that include a full performance of a book-based children's play by ABT's professional actors in the library's main branch auditorium. Programs will have activities in advance of the performances for youth and families.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and ARIZONA THEATRE COMPANY, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $4,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

c. IC is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

13. INTEGRATION. This Agreement contains, except as stated below, the entire Agreement between City and IC and supersedes all prior conversations and negotiations between the parties regarding this Agreement.

14. SURVIVAL. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of City or IC will survive the termination of this Agreement.

15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

ARIZONA THEATRE COMPANY,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Artist in Residency with Mountain Ridge High School and Glendale High School**

DESCRIPTION: Arizona Theatre Company will use the power of theatre to ignite the imaginations of 9th and 10th grade students at Mountain Ridge and 12th grade students at Glendale High School. This artist in residency project includes language workshops, Shakespearean scene study, interaction with professional Shakespearean actors and written materials for the classroom. Through the successful partnership with Mountain Ridge HS, Arizona Theatre Company brings the works of William Shakespeare to life for young minds.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and BALLET ARIZONA, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $4,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

c. IC is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

13. INTEGRATION. This Agreement contains, except as stated below, the entire Agreement between City and IC and supersedes all prior conversations and negotiations between the parties regarding this Agreement.

14. SURVIVAL. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of City or IC will survive the termination of this Agreement.

15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

BALLET ARIZONA,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____

Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____

Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____

Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Ballet Under the Stars**

DESCRIPTION: Free public outdoor performance at Sahuaro Ranch Park Historic Area in September. During the intermission of the outdoor performance, children from Don Mensendick Elementary School, who have participated in a program called Class Act, will debut their creations. Class Act combines the talents and expertise of professional dancers from Ballet Arizona with the youthful ideas and creative energy of school-aged children. Class Act is also funded by this grant.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and CENTER DANCE ENSEMBLE, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $4,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

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6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

c. IC is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

13. INTEGRATION. This Agreement contains, except as stated below, the entire Agreement between City and IC and supersedes all prior conversations and negotiations between the parties regarding this Agreement.

14. SURVIVAL. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of City or IC will survive the termination of this Agreement.

15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

CENTER DANCE ENSEMBLE,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Center Dance Ensemble 2012-13 School Tour**

DESCRIPTION: Center Dance Ensemble will give 12 performances of their touring shows at nine Glendale elementary schools during the 2012-13 school year, as chosen by the schools, at no charge to the schools: *The ABC's of Dance* for grades K-6 (4 performances), *Poetry 'n Motion* for grades K-3 (3 performances) and *More Poetry 'n Motion* for grades 4-6 (5 performances).

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and CHILDSPLAY, INC., an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $3,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

c. IC is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

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15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

CHILDSPLAY, INC.,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Childsplay Foothills Library Tour**

DESCRIPTION: Childsplay will present 4 touring performances between September 2012 and June 2013 for after-school and weekend audiences at Foothills Library. The shows are *Rock the Presidents, Food for Thought*, and *Tomás and the Library Lady*. Each production will feature Childsplay's professional adult actors and scenery, costumes, and props designed by nationally respected artists.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and FREE ARTS FOR ABUSED CHILDREN OF ARIZONA, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $4,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

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13. INTEGRATION. This Agreement contains, except as stated below, the entire Agreement between City and IC and supersedes all prior conversations and negotiations between the parties regarding this Agreement.

14. SURVIVAL. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of City or IC will survive the termination of this Agreement.

15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

FREE ARTS FOR ABUSED CHILDREN OF ARIZONA, an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Sunshine International Cultural Festival**

DESCRIPTION: Project personnel features 5 teaching artists. Each artist will conduct one 5-week residency at 2 group homes. Workshops last 1.5 hours and serve 10 youth in each group home. This project culminates in a festival, *One World, One People* for approximately 100 abused, homeless or at-risk youth living in 10 group homes in Glendale. The festival will be held at Sahuaro Ranch Park on March 14, 2013.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and GLENDALE YOUTH PROJECT, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $500. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

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15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

GLENDALE YOUTH PROJECT,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Hip Hop**

DESCRIPTION: Hiring an instructor for hip hop classes at Glendale Community Centers.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

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A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

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AGREEMENT

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DATED: This _____day of _____, 2012.

IC:

OPENDANCE,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **When Words and Music Move**

DESCRIPTION: The classic story of *Ferdinand the Bull* will come to life in performances and workshops. Performances will be held at the community centers and assisted living centers, and workshops for youth at the 2 community centers. Each of three teaching artists will conduct 4, 2 hour workshops for 15 youth. The youth will create their own story in relation the theme of *Ferdinand the Bull.* They will read, write, draw, paint, make props, create dances, lyrics, sounds, songs, script, and scenery while working alongside professionals in their field.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and PHOENIX SYMPHONY ASSOCIATION, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

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DATED: This _____day of _____, 2012.

IC:

PHOENIX SYMPHONY ASSOCIATION,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Title 1 School Music Education Experience**

DESCRIPTION: Bicentennial South Elementary School (BSE) will receive a Bach-in-Roll Assembly provided by one of the Symphony's touring ensembles, followed by attendance at one of the Symphony for the Schools concerts for the entire school. By combining these activities, schools receive an in depth educational experience that allows for interactions with musicians, connections to other areas of the curriculum and exposure to a rich and meaningful cultural experience. During the 40-minute Bach-in-Roll program, BSE students will be introduced to orchestral music, instrument families and the dynamics and science of sound. Throughout each concert, students interact closely with the musicians and the music. Students also are actively involved in lively Q&A sessions after each performance.

CITY OF GLENDALE
PERSONAL SERVICES CONTRACT FOR FY2012-13
PERFORMING ARTS PARTNERSHIP PROGRAM

This Personal Services Contract for FY2012-13 Performing Arts Partnership Program (Agreement) is entered into this _____ day of _____, 2012 (Effective Date) between the CITY OF GLENDALE, an Arizona municipal corporation (City) and SCOTTSDALE CULTURAL COUNCIL, an Arizona non-profit corporation, as an Independent Contractor (IC).

RECITALS

A. The City intends to contract IC for the performance of certain tasks.

B. IC declares that IC is engaged in an independent business and has complied with all federal, state and local laws regarding business permits and licenses of any kind that may be required to carry out the said business and the tasks to be performed under this Agreement with City.

C. IC declares that IC holds services out to the public as a separate business entity from City and is not in business for the purpose of providing services solely to City.

D. City and IC desire to memorialize their agreement with this document.

AGREEMENT

1. SERVICES TO BE PERFORMED. By this Agreement, City contracts with IC to perform all the services in the Scope of Work attached as Exhibit A (Services).

2. COMPENSATION. In consideration for the services described herein, CITY will pay IC $4,000. The payment will be made within 30 days after receiving from IC an invoice. The invoice must at a minimum contain the time(s) and location(s) of the performance.

3. PROMOTION. IC must acknowledge City's support in press releases, performance programs and advertisements with the following credit line: "(Name of the Performance) is sponsored by the City of Glendale Arts Commission's Performing Arts Program."

4. FINAL EVALUATION. IC must submit a final report and project evaluation to the Arts Commission within 30 days after the completion of the Services. All unexpended funds from IC must be returned to City no later than 60 days after the completion of the Services.

5. TAXES. No payroll or employment taxes of any kind will be withheld or paid with respect to payments to IC. The payroll or employment taxes that are the subject of this section include, but are not limited to FICA, FUTA, federal personal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. The IC is required to be licensed, and report and pay all city, county, and state privilege (sales) and excise taxes.

6. WORKERS' COMPENSATION. No workers' compensation insurance has been or will be obtained by City for IC or any employee working for or on behalf of IC.

7. NON-DISCRIMINATION. IC agrees that all performances or events shall be open to all members of the public and no person shall be denied access to, or participate in, the performance or event on the basis of race, color, national origin, gender, age, sexual orientation or disability.

8. TERMINATION OR MODIFICATION. This Agreement may be terminated by either party upon 15 days written notice. No modification to the Agreement can be made without written approval of City and IC.

9. IMMIGRATION LAW COMPLIANCE.

a. IC, and on behalf of any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

b. Any breach of warranty under Section 9(a) above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

c. City retains the legal right to inspect the papers of any IC or subcontractor employee who performs work under this Agreement to ensure that the IC or any subcontractor is compliant with the warranty under Section 9(a) above.

d. City may conduct random inspections, and upon request of City, IC will provide copies of papers and records of IC demonstrating continued compliance with the warranty under Section 9(a) above. IC agrees to keep papers and records available for inspection by City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section.

e. IC agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon IC and expressly accrue those obligations directly to the benefit of City. IC also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of City.

f. IC's warranty and obligations under this section to City is continuing throughout the term of this Agreement or until such time as City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

g. The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

10. PROHIBITIONS. IC certifies, to the extent applicable under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, it has no "scrutinized" business operations, as statutorily defined above, in Sudan or Iran.

11. CONFLICT. IC acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

12. INDEMNIFICATION.

a. To the fullest extent permitted by law, IC must defend, indemnify, and hold harmless City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense;" collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or IC) and that arises out of or results from the breach of this Agreement by IC or IC's negligent actions, errors or omissions (including any subcontractor or other person or firm employed by IC), whether sustained before or after completion of the tasks and services described in Section 1 of this Agreement.

b. This indemnity and hold harmless provision applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, IC will be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of IC or of any person or entity for whom IC is responsible.

c. IC is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

13. INTEGRATION. This Agreement contains, except as stated below, the entire Agreement between City and IC and supersedes all prior conversations and negotiations between the parties regarding this Agreement.

14. SURVIVAL. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of City or IC will survive the termination of this Agreement.

15. SEVERABILITY. If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

DATED: This _____day of _____, 2012.

IC:

SCOTTSDALE CULTURAL COUNCIL,
an Arizona non-profit corporation

_____
Signature

_____
Printed Name

_____
Title

City:

CITY OF GLENDALE, an Arizona municipal corporation

_____
Erik Strunk, Executive Director
Parks, Recreation and Library Services

ATTEST:

_____
Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____
Craig Tindall, City Attorney

EXHIBIT A – SCOPE OF WORK

FY2012-13 PROJECT: **Arizona Wolf Trap**

DESCRIPTION: Arizona Wolf Trap places professional performing artists in Glendale preschool classrooms to help teach curriculum using the performing arts. Sessions are twice a week for 7 weeks and are designed to help the children with their curriculum topics (i.e. colors, letters, numbers) by having them participate in singing, dancing and play/acting activities. Workshops are provided for teachers and parents to introduce the advantages of performing arts in the classroom and to help train the teachers to use the performing arts as teaching tools.

RESOLUTION NO. 4579 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL WITH THE PEORIA UNIFIED SCHOOL DISTRICT NO. 11.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That it is deemed in the best interest of the City of Glendale and the citizens thereof that an Intergovernmental Agreement Regarding Sports Fields Lighting System and Facility Use at Raymond S. Kellis High School with the Peoria Unified School District No. 11 be entered into, which agreement is now on file in the office of the City Clerk of the City of Glendale.

SECTION 2. That the Mayor or City Manager and the City Clerk be authorized and directed to execute and deliver said agreement on behalf of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

iga_KellisHS_Lighting.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Erik Strunk, Executive Director, Parks, Recreation & Library Services

SUBJECT: **INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL**

Purpose

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) regarding the sports fields lighting system and facility use at Raymond S. Kellis High School with the Peoria Unified School District No. 11 (District).

Background

The City of Glendale has had an IGA with the District since 2005. On June 28, 2011, the City of Glendale entered into the current IGA regarding sports fields lighting and facility use at Raymond S. Kellis High School. That IGA was for a term of one year. The proposed IGA with the District will continue that relationship and formalize the use of the District's lighted sports fields and parking lot as overflow parking for large stadium events. Subject to approval, this IGA will also have a term of one year.

Community Benefit

This IGA will satisfy the city's obligation for off-site overflow parking opportunities for large stadium events. Additionally, this IGA provides reciprocal use of District and city facilities, including the lighted sports fields located at Raymond S. Kellis High School.

Recommendation

Waive reading beyond the title and adopt a resolution authorizing the entering into of an intergovernmental agreement regarding sports fields lighting system and facility use at Raymond S. Kellis High School with the Peoria Unified School District No 11.

Horacio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Erik Strunk, Executive Director, Parks, Recreation & Library Services
SUBJECT:	INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL

1. Resolution
2. Intergovernmental Agreement

INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL

THIS INTERGOVERNMENTAL AGREEMENT REGARDING SPORTS FIELDS LIGHTING SYSTEM AND FACILITY USE AT RAYMOND S. KELLIS HIGH SCHOOL is made and entered into this _____ day of _____, 2012 by and between the CITY OF GLENDALE, an Arizona municipal corporation, hereinafter referred to as "City," and the PEORIA UNIFIED SCHOOL DISTRICT NO. 11, hereinafter referred to as "District." Both City and District may sometimes be referred to as "Party" or collectively as "Parties."

RECITALS

WHEREAS, under A.R.S. Section 11-951 *et seq.*, cities and schools may enter into an agreement for the construction, development, cooperative maintenance, operation and use of parks, swimming pools and other facilities on property used for public purposes if the governing bodies having charge and control of such properties give their consent and cooperation;

WHEREAS, the Parties desire to use and operate facilities that provide maximum public benefit;

WHEREAS, it is good policy to partner in the development and use of facilities that can be used for both school and community purposes;

WHEREAS, the City constructed on property owned by the District, known as Raymond S. Kellis High School ("School"), a lighting system for sports fields ("Lighted Sports Field") to be used jointly by the Parties;

WHEREAS, the Parties desire to allow the City, through its Parks and Recreation Department, priority use of the Lighted Sports Field when not being used for District or Arizona Interscholastic Association ("AIA") sanctioned games, events or maintenance;

WHEREAS, the District has recreation facilities such as tennis courts, gymnasiums, weight room, dance room, teaching kitchen, classrooms, stage and parking lots ("District

Facilities") that could be used for community health, education, sports, and enrichment opportunities provided through the City during non-school hours;

WHEREAS, the City has recreation facilities such as swimming pools, parks, and trails ("City Facilities") that could be used for physical education and school athletic opportunities provided through the District; and

WHEREAS, the District and the City shall annually develop a facility use calendar by January 15 of each year, to ensure adequate planning for and equitable use of the District Facilities and City Facilities, which planning shall include such non-use time scheduled during the year to accommodate appropriate maintenance of facilities and field turf.

NOW, THEREFORE, FOR AND IN CONSIDERATION of their mutual promises and covenants, the Parties agree as follows:

1. District and City installed a separate electrical meter for the Lighted Sports Field and each Party shall pay for the electricity during its use, and only during its use, of the Lighted Sports Field.

2. The District and City further allocate the duties, obligations, responsibilities, and rights related to the Lighted Sports Field as follows:

(a) District shall provide at its expense all routine maintenance and service for the Lighted Sports Fields, except as set forth in subsection b of this Section;

(b) City shall provide at its expense all routine maintenance and service for the lighting system, including bulb replacement;

(c) At its expense, and subject to District approval as to size and location, the City shall place the necessary signs on the campus of the School to locate and identify the Lighted Sports Field.

(d) During all times that the City is using the Lighted Sports Field, the City shall have the right to charge admission to the Lighted Sports Field and shall retain all such admission charges. Likewise, during the time the District is using the Lighted Sports Field, it shall have the right to charge admission and retain all resulting proceeds.

(e) At all times during the City's control and operation of the Lighted Sports Field and lighting system, the City shall have the right to use, without payment of any kind, the parking facilities located on the School campus directly west of the sports field, commonly called the student parking lot. The City shall sweep and clean said parking lot no later than the day following activity.

3. The District agrees to allow the City, through its Parks and Recreation Department, to priority use of the District Facilities when the District Facilities are not being used for District or AIA-sanctioned games, activities, events or maintenance. During and after its use of the District Facilities, the City shall keep and leave the District Facilities in a neat and orderly condition. Should the District Facilities suffer any damages during the City use period, the City shall be responsible for making reasonable repairs in a timely manner.

4. The City agrees to allow the District priority use of certain recreation facilities ("City Facilities") when those facilities are not being used by the City for Parks and Recreation programs, events, or maintenance. This priority includes use of the Rose Lane Aquatics Center for School swim team practices and meets. During and after its use of City Facilities, the District shall keep and leave the City Facilities in a neat and orderly condition. Should the City facilities suffer any damages during the District use period, the District shall be responsible for making reasonable repairs in a timely manner.

5. The District agrees to allow the School parking lots, bus turnaround off of 91st Ave, and sidewalks between the parking lots and the bus turnaround (all of which shall be deemed part of the District Facilities) to be used for overflow parking and shuttle operations for the University of Phoenix Stadium during Cardinal home football games, large sporting events, such as the Fiesta and Super Bowl, events sponsored by the Arizona Sports and Tourism Authority, and up to an additional 15 times per year for other large special events held at the stadium. The 2012-2013 schedule for Cardinal and Fiesta Bowl games is attached as Exhibit A and incorporated herein. In connection with this Use, the following apply:

(a) No parking fees shall be charged by the School or the City during these events.

(b) The District must allow the City to place the necessary temporary signs on the School campus to locate and identify the parking lots and any light towers, vehicle, or pedestrian traffic control measures to safely and efficiently operate the parking and shuttle system.

(c) The District must make every effort to ensure the City's priority use of parking lots and shuttle areas for football games identified in Exhibit A. In the event a game is rescheduled to another date, the District agrees to allow the City use of the parking lots and shuttle areas on the rescheduled dates.

(d) The City shall clean said parking lots no later than the day following each event. In all cases, the lot shall be cleaned before the next School use period. Should any damages be incurred during the City use period, the City shall be responsible for making responsible repairs in a timely manner.

6. The District is allowed use of the Brown Lot (the city-owned parking lot on the southeast corner of 91st Avenue and Orangewood Avenue, which shall be deemed to be part of the City Facilities) for school-related functions, such as safety demonstrations and overflow parking for events, provided the Brown Lot is not needed for a City event. The District will use the City's current Special Event permitting process to request the use of the Brown Lot.

7. Any user fee or expenses charged to the City by the District or School, or by the City to the District, shall be kept to minimum when the purpose of the use is to serve District students or the surrounding community.

8. The Parties must use the jointly developed annual facilities use calendar to ensure that both Parties are receiving equitable benefits from this Agreement. The Parties agree that uses set forth herein for use of the Lighted Sports Field, parking and Rose Lane Aquatics Center are equitable. If it is determined and agreed upon that one Party is receiving greater benefit, then market rate fees may be assessed to that party for use of the other party's facilities.

9. At all time that the City is operating the lighting system, using the Lighted Sports Field, or using the District Facilities, the City (a) certifies that it will be covered, through its Risk Management Trust Fund, under a program of self-insurance in an amount sufficient to fully protect itself and the District from hazard or liability; and (b) shall, to the extent permitted under Arizona law, indemnify and hold the District harmless from any liability of any nature (including without limitation, liability for personal injury, death, and property damage) attributable to the City, its employees or agents, in connection with the operation of the lighting system, use of the Lighted Sports Field, or use of the District Facilities, and will fully represent and defend the Parties in any lawsuit arising out of these activities.

10. At all times that the District is operating the lighting system, or using the Lighted Sports Field, or using City Facilities, the District (a) certifies that it will be covered, through its Loss Trust Fund, under a program of self-insurance in an amount sufficient to fully protect itself and the City from hazard or liability; and (b) shall, to the extent permitted under Arizona law, indemnify and hold the City harmless from any liability of any nature (including without limitation, liability for personal injury, death, and property damage) in connection with the operation of the lighting system, use of the Lighted Sports Field, or use of the City Facilities, and will fully represent and defend the Parties in any lawsuit arising out of these activities.

11. This Agreement may be modified, in writing, at any time by mutual agreement of the Parties.

12. Either the City or the District may terminate this Agreement upon 90 days written notice to the other party.

13. Costs and budget shall be allocated between the City and the District as set forth above.

14. No separate legal entity shall be formed by this Agreement.

15. This Agreement shall not become effective until approved by the Glendale's City Council and by the District's Governing Board.

16. Subject to approval of the Glendale's City Council and the District's Governing Board, this Agreement shall become effective as of the date listed above, and shall remain in force and effect for a period of one year.

IN WITNESS WHEREOF the Parties have duly executed this instrument the day and year first above written.

(Signatures on following pages)

DISTRICT: PEORIA UNIFIED SCHOOL DISTRICT #11

~~BOARD OF EDUCATION~~

Hal Borhauer

By: HAL BORHAUER

Its: President

CERTIFICATION BY LEGAL COUNSEL

The foregoing Intergovernmental Agreement is in proper form and is within the powers and authority of the Peoria Unified School District Board of Education granted under the laws of the State of Arizona.

APPROVED AS TO FORM AND AUTHORITY:

CANTELME & BARON, P.L.C.

District's Legal Counsel

By: [signature] Date: May 21, 2012

CITY:

CITY OF GLENDALE, an Arizona municipal corporation

_____

By:_____

Its:_____

ATTEST:

_____

Pam Hanna, City Clerk

CERTIFICATION BY LEGAL COUNSEL

The foregoing Intergovernmental Agreement is in proper form and is within the powers and authority of the City of Glendale granted under the laws of the State of Arizona.

APPROVED AS TO FORM AND AUTHORITY:

_____

Craig Tindall, City Attorney

Date: _____

Document to be recorded by City of Glendale

EXHIBIT A

2012 - 2013 ARIZONA CARDINALS AND FIESTA BOWL SCHEDULE

7:00 PM Friday, August 17, 2012 – Oakland Raiders

8:00 PM Thursday, August 30, 2012 – Denver Broncos

1:15 PM Sunday, September 9, 2012 – Seattle Seahawks

1:05 PM Sunday, September 23, 2012 – Philadelphia Eagles

1:05 PM Sunday, September 30, 2012 – Miami Dolphins

1:05 PM Sunday, October 14, 2012 – Buffalo Bills

5:30 PM Monday, October 29, 2012 – San Francisco 49ers

2:15 PM Sunday, November 25, 2012 – St. Louis Rams

2:05 PM Sunday, December 16, 2012 – Detroit Lions

2:15 PM Sunday, December 23, 2012 – Chicago Bears

TBD Thursday, January 3, 2013 – Fiesta Bowl

RESOLUTION NO. 4580 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF SURPRISE FOR HELICOPTER AIR-MEDICAL LOGISTICS OPERATIONS (H.A.L.O.) ON BEHALF OF THE GLENDALE FIRE DEPARTMENT.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That it is deemed in the best interest of the City of Glendale and the citizens thereof that an intergovernmental agreement with the City of Surprise for Helicopter Air-Medical Logistics Operations (H.A.L.O.) on behalf of the Glendale Fire Department be entered into, which agreement is now on file in the office of the City Clerk of the City of Glendale.

SECTION 2. That the Mayor or City Manager and the City Clerk be authorized and directed to execute and deliver said agreement on behalf of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

iga_fire_surprise_HALO.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Mark Burdick, Fire Chief

SUBJECT: **INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF SURPRISE FOR HELICOPTER AIR-MEDICAL LOGISTICS OPERATIONS**

Purpose

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the City of Surprise for Helicopter Air-Medical and Logistics Operations (H.A.L.O.) on behalf of the Glendale Fire Department.

Background

The mission of the H.A.L.O. program is to provide air medical transportation and other emergency services in Glendale and for its automatic aid and mutual aid partners. The H.A.L.O. team is comprised of six firefighter paramedics from the cities of Glendale (4 paramedics), Surprise (1 paramedic), and the Fire District of Sun City West (1 paramedic) who staff a team of two firefighter paramedics per shift to provide 24 hour coverage, seven days a week. The City of Glendale has a current contract with PHI, Inc. for the H.A.L.O. program, which is based out of the Glendale Municipal Airport.

The proposed IGA will renew the current agreement that will expire on June 26, 2012. The proposed IGA will remain in effect until June 26, 2015 with an option to renew for successive additional three year periods.

Previous Council/Staff Actions

On January 25, 2011, Council approved an IGA with the Fire District of Sun City West for H.A.L.O.

On May 27, 2008, Council approved an IGA with the cities of Avondale and Surprise for H.A.L.O.

On June 26, 2007, Council approved the H.A.L.O. contract with PHI, Inc. for the development of a rapid response air medical team.

Community Benefit

The most important benefit of air-medical transport is the rapid transport of patients to the appropriate hospital facility and level of care. The primary responsibility of the H.A.L.O. team is to build on the immediate care provided by EMS and fire department personnel and then movement of the patient promptly to the receiving facility. Other direct benefits to Glendale include:

- City of Glendale emergency medical personnel stationed on site at the Glendale Airport 24 hours a day, seven days a week.
- An aerial platform from which to assist in the management of greater alarm incidents in the region.

Budget Impacts & Costs

PHI, Inc. will pay the City of Glendale $895,950 for the staffing of six full-time firefighter paramedics as part of the original agreement with PHI, Inc. Glendale Fire Department (GFD) will bill PHI, Inc. on a monthly basis for six firefighter paramedic positions to which PHI, Inc. will reimburse GFD. GFD will subcontract with the participating coalition agency for costs associated with a firefighter paramedic positions and will reimburse the coalition agency upon receipt of an invoice.

The total annual amount GFD will reimburse the coalition agencies is $343,655 and will be deducted from the PHI, Inc. annual allocation. The participating coalition agencies will be responsible for any overtime associated with the back fill of their positions. As part of the annual allocation from PHI, Inc., all operating costs for H.A.L.O. are included, which allows GFD to participate in this program with no cost to the city.

Funds are available in the FY 2012-13 Air-Med & Logistics Operations budget of the Fire Department. There is sufficient fund balance in the Air-Med & Logistics Operations budget to pay the $343,655 required for the agreement. Appropriation in the amount of $128, 317 will be transferred from Fire grant appropriation 1840-34001-510200.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
			X		$343,655

Account Name, Fund, Account and Line Item Number:
Air-Med & Logistics Ops, Account No. 1000-12492-518200, $343,655

Recommendation

Waive reading beyond the title and adopt a resolution authorizing the entering into of an intergovernmental agreement with the City of Surprise for Helicopter Air-Medical and Logistics Operations on behalf of the Glendale Fire Department.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Mark Burdick, Fire Chief
SUBJECT:	INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF SURPRISE FOR HELICOPTER AIR-MEDICAL LOGISTICS OPERATIONS

1. Resolution
2. Intergovernmental Agreement

Intergovernmental Agreement
Between the City of Glendale and the City of Surprise
for
Helicopter Air-Medical Logistics Operations
(H.A.L.O.)

THIS INTERGOVERNMENTAL AGREEMENT ("IGA") is entered into pursuant to Arizona Revised Statutes § 11-952 by the Arizona municipal corporations of the City of Glendale ("Glendale") and the City of Surprise ("Surprise"), for their respective fire departments (hereinafter collectively referred to as the "Departments" and individually as a "Department").

WHEREAS, Glendale has an existing contract with PHI AIR MEDICAL L.L.C., a Louisiana limited liability company ("PHI"), which is attached hereto as Exhibit A; and

WHEREAS, Glendale and PHI have agreed to work cooperatively to establish a public-private air medical program to provide air medical transportation and other emergency services to the residents of the City of Glendale and its automatic aid and mutual aid partners; and

WHEREAS, the Departments are parties to the automatic aid agreement for Maricopa County; and

WHEREAS, the Departments desire to provide firefighter paramedic services to support the staffing of one or more medical helicopters in conjunction with the PHI contract; and

WHEREAS, the Departments desire to provide emergency medical, special operations, aerial reconnaissance, command and control and other services to automatic aid and mutual aid jurisdictions and communities within the prescribed response areas of H.A.L.O. medical transport aircraft.

NOW, THEREFORE, the Departments hereby agree to enter into this IGA to cooperatively provide the necessary firefighter paramedics, emergency medical services and special operations personnel services to support the H.A.L.O. program, as needed, according to the terms and conditions set forth below.

I. Purpose.

The purpose of this IGA is to provide fire services personnel to co-staff the Helicopter Air-Medical and Logistical Operations (H.A.L.O.) program in Glendale. H.A.L.O. will provide pre-hospital emergency medical and other fire service in the Departments' jurisdictions and in other automatic aid jurisdictions within the state of Arizona (hereinafter referred to as "Fire Department Consortium"). Through this IGA, the Departments intend to provide air medical transport personnel, emergency on scene command and control, EMS and special operations services by maximizing cooperation and integrating the Departments' personnel assets.

II. Organizational Structure.

The Departments shall each provide qualified personnel to staff the H.A.L.O. program. Personnel provided by a Department are hereinafter referred to as "Participating Personnel". Glendale will provide four (4) Participating Personnel and Surprise shall provide one (1) Participating Personnel. Each Department shall also have at least one qualified back-up person for each Participating Personnel position. The Departments acknowledge and agree that this IGA may be amended to access additional personnel for the program, if required. H.A.L.O. program participation will be limited to automatic aid jurisdictions in Maricopa County. It is agreed that no new IGA will be entered into with any additional department, nor will any amendment to this IGA be made regarding an additional department, except upon the consensus of the Departments.

III. H.A.L.O. Personnel.

A. The personnel qualifications and requirements for H.A.L.O. personnel are set forth in the H.A.L.O. Operations Manual and the Departments agree that all Participating Personnel will comply with such qualifications and requirements.

B. General Orders: Participating Personnel shall be subject to both their "home" department's General Orders and the H.A.L.O. Operations Manual. If a conflict arises between one's "home" department General Orders and the H.A.L.O. Operations Manual, the H.A.L.O. Operations Manual will apply.

C. Discipline/Personnel Review: If, in the reasonable opinion of PHI or any Department, any Participating Personnel do not demonstrate a high degree of aptitude for the type of operations or customer service required for the H.A.L.O. program, including good interpersonal relations, PHI or any Department may make a written request to the Glendale Fire Chief to conduct a prompt review of the performance of the individual and to take appropriate action. Glendale reserves the right to "ground" personnel pending decision of a review board. All such employment actions will be handled by Glendale on a case-by-case basis. If, at anytime, the conduct or performance of Participating Personnel comes into question, Glendale will convene a review board comprised of one representative from each Department, PHI, and the Medical Directors. The review board shall have the authority to disqualify any individual from further participation in the program. The decision of the review board may be appealed, upon written request of the individual, to an appeal board comprised of the Fire Chief, or designee, of each Department and a PHI designee. The action of the board shall not prevent additional

disciplinary action by the Departments for violations of General Orders, policies or procedures.

D. Command and Control:

1. All Departments acknowledge that command and control of daily (non-incident) operational issues shall be Glendale's duty and responsibility. Command and control of H.A.L.O. Participating Personnel during incidents will remain the responsibility of the assigned Incident Commander.

2. A H.A.L.O. Operations Manual will be promulgated and maintained by Glendale. This manual will address operational issues including, but not limited to, command, control, training, administration and marketing. Glendale will promptly notify the Departments of any changes in the H.A.L.O. Operations Manual.

3. In the event a Department fails to provide Participating Personnel for a shift, Glendale shall assign qualified personnel from the Glendale Fire Department or from another participating Department.

E. Compensation:

1. All Departments will provide personnel and be reimbursed at the initial rate of $39.23 per hour for each hour a H.A.L.O position is occupied by provided Participating Personnel. Incremental payments will be made each month by Glendale. Each Department shall invoice Glendale monthly, no later than the 10th of each month. Departments will only receive payment for time worked in a H.A.L.O. position. Adjustments in the future reimbursement rate will be governed by the contract between PHI and Glendale and will be the same for all Departments.

2. Each Department shall be individually responsible for the payment of wages, including overtime, for its Participating Personnel.

3. Payment by Glendale to a Department is to be made within 30 days of receipt of an invoice.

F. Uniform:

H.A.L.O personnel will wear such uniforms as prescribed in the H.A.L.O. Operations Manual.

IV. Insurance/Indemnification.

A. Each Department will assume responsibility for all liabilities relating to its employment of Participating Personnel and will save harmless, defend and indemnify all other Departments in any actions related to such employment.

B. Each Department will maintain responsibility for all of their own employees' sick leave, vacation, alternative duty assignments, workman's compensation and other associated life insurance requirements. Glendale will only insure Glendale personnel related to the H.A.L.O. project and Surprise will only insure Surprise personnel related to the H.A.L.O. project. The Departments further agree that they are not joint employers for the purpose of workers compensation coverage and that any Department's employee assigned to work as Participating Personnel shall remain an employee of such Department. To the extent that employees of one Department performs duties on behalf of another Department, such employee shall be deemed to be an "employee" of both public agencies while performing pursuant to this Agreement solely for purposes of ARIZ. REV. STAT. § 23-1022 and the Arizona Workers' Compensation laws. The primary employer shall be solely liable for any workers' compensation benefits, which may accrue. Each Party shall post a notice pursuant to the provisions of ARIZ. REV. STAT. § 23-1022 in substantially the following form:

> "All employees are hereby further notified that they may be required to work under the jurisdiction or control or within the jurisdictional boundaries of another public agency pursuant to an intergovernmental agreement or contract, and under such circumstances they are deemed by the laws of Arizona to be employees of both public agencies for the purposes of worker's compensation."

C. Each Department (as "Indemnitor") agrees to indemnify, defend, and hold harmless the other party (as "Indemnitee") from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as "Claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such Claims which result in vicarious/derivative liability to the Indemnitee are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, officials, agents, employees, or volunteers.

V. Media Releases and Relations.

Any release of information to the media pertaining to H.A.L.O., other than a public records release, will be coordinated by the Glendale Fire Department Public Information Officer ("Glendale PIO") in cooperation with and with input from the Departments. No Department will distribute any unilateral media releases without prior coordination with the Glendale PIO. A copy of all public record and media releases regarding H.A.L.O. shall be provided to the Glendale PIO. Departments will not reveal any investigative information or operational procedures of the H.A.L.O. project outside the Departments except as required by law or competent authority. If an incident is primarily focused upon or concerned with the actions of a Department's Participating Personnel, that Department will be responsible for the release of information to the media relative to the incident.

VI. Arizona Department of Health Services Certification.

A. Relative to its Participating Personnel, each Department agrees that it will be responsible to the Arizona Department of Health Services ("ADHS") for complying with all requirements mandated by ADHS for Emergency Medical Technicians (EMTs). By way of example only, and not by way of limitation, this means each Department, relative

to its Participating Personnel, agrees to be responsible to ADHS for the record-keeping, training and testing requirements imposed upon fire departments employing personnel in Arizona.

B. Departments agree to cooperate to assure any issues that arise relative to EMT certification are resolved in a reasonable and efficient manner.

VII. Execution, Duration and Renewal.

A. This IGA will be effective upon the approval and execution by Glendale and Surprise.

B. This IGA may be executed in counterparts.

C. This IGA will remain in effect until June 26, 2015, subject to the renewal provisions set forth below.

D. This IGA may be renewed for successive additional three (3) year periods upon mutual written agreement of the parties.

VIII. General Provisions.

A. Entire Agreement. This IGA embodies the entire understanding of the Departments and supersedes any other agreement or understanding between the parties relating to the subject matter. The Departments agree that should any part of this IGA be held to be invalid or void, the remainder of the IGA shall remain in full force and effect and shall be binding upon the parties.

B. Governing Law. This IGA shall be governed by and construed in accordance with the laws of the State of Arizona.

C. Conflict of Interest. This IGA is subject to the provisions of A.R.S. § 38-511.

D. Termination. Either party may terminate this IGA by giving the other party not less than thirty (30) days prior written notice.

E. Dispute Resolution. In the event of any dispute, claim, question, or disagreement arising from or relating to this IGA or the breach thereof, the parties hereto shall use their best efforts to settle the dispute, claim, question, or disagreement. To this effect, they shall consult and negotiate with each other in good faith and, recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to both parties. If that fails, the matter shall be submitted to a body consisting of one voting representative from each Department plus a third member mutually agreed upon by the Departments for a majority vote recommendation. The Fire Chief of Glendale has the final authority to decide and resolve the dispute, claim, question or disagreement.

F. The provisions of this Agreement for payment of funds by the Parties shall be effective when funds are appropriated for purposes of this Agreement and are actually available for payment. The Parties shall be the sole judge and authority in determining the availability of funds under this Agreement and each Party shall keep the other Parties fully informed as to the availability of funds for its program. The obligation of the Parties to make any payment pursuant to this Agreement is a current expense of the

Parties, payable exclusively from such annual appropriations, and is not a general obligation or indebtedness of the Parties. If the City Councils of the Parties fail to appropriate money sufficient to pay the reimbursements as set forth in this Agreement during any immediately succeeding fiscal year, this Agreement shall terminate at the end of then-current fiscal year and the Parties shall relieved of any subsequent obligation under this Agreement.

[SIGNATURES FOR ALL PARTIES FOLLOW]

DATED: _____ ____, 2012.

CITY OF SURPRISE

_____
City Manager

ATTEST:

_____
City Clerk

CERTIFICATION BY LEGAL COUNSEL

The foregoing Intergovernmental Agreement is in proper form and is within the powers and authority of the City of Surprise granted under the laws of the State of Arizona.

APPROVED AS TO FORM AND AUTHORITY:

_____
Surprise City Attorney

DATED: _____ ____, 2012.

CITY OF GLENDALE

_____
City Manager

ATTEST:

_____
City Clerk

CERTIFICATION BY LEGAL COUNSEL

The foregoing Intergovernmental Agreement is in proper form and is within the powers and authority of the City of Glendale granted under the laws of the State of Arizona.

APPROVED AS TO FORM AND AUTHORITY:

_____
Glendale City Attorney

EXHIBIT A

Air Ambulance Service Agreement (Contract. No. C-6067)
Between City of Glendale and PHI Air Medical L.L.C.

EXHIBIT A

C-6067-1
06/04/2012

AMENDMENT NO. 1
TO
AIR AMBULANCE SERVICE AGREEMENT
(Contract No. C-6067)

This Amendment No. 1 to the Air Ambulance Services Agreement (this "Amendment") is made this 4th day of ~~May~~ June, 2012, by and between the City of Glendale, an Arizona municipal corporation ("City") and PHI AIR MEDICAL, L.L.C., a Louisiana limited liability company authorized to do business in Arizona ("Contractor").

RECITALS

A. City and Contractor's predecessor in interest, PHI, Inc., previously entered into an Air Ambulance Services Agreement, Contract No. C-6067, dated June 26, 2007 ("Agreement"); and

B. City and Contractor wish to modify and amend the Agreement by extending the term, subject to and strictly in accordance with the terms of this Amendment.

AGREEMENT

In consideration of the mutual promises set forth herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the City and Contractor hereby agree as follows:

1. **Recitals.** The recitals set forth above are not merely recitals, but form an integral part of this Amendment.

2. **Term.** The term of the Agreement is extended for one successive three (3) year period from June 26, 2012 through June 25, 2015, unless otherwise terminated or canceled as provided by the Agreement.

3. **Insurance Certificate.** The existing insurance certificate is expiring and a new certificate applying to the extended term is required and must be received by the Glendale Fire Chief before June 26, 2012.

4. **Ratification of Agreement.** City and Contractor hereby agree that except as expressly provided herein, the provisions of the Agreement shall be, and remain in full force and effect and that if any provision of this Amendment conflicts with the Agreement, then the provisions of this Amendment shall prevail.

[Signatures to appear on following page.]

CITY OF GLENDALE, an Arizona municipal corporation

Horatio Skeete for

Ed Beasley, City Manager

ATTEST:

Darcie McCracken for

Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

Craig Tindall, City Attorney

PHI AIR MEDICAL, L.L.C., a Louisiana limited liability company, authorized to do business in Arizona

By: David Motzkin

Its: Director, PHI Air Medical

AIR AMBULANCE SERVICES AGREEMENT

This Air Ambulance Services Agreement (this "Agreement") is effective as of June 26, 2007 (the "Effective Date"), by and between PHI INC., a Louisiana corporation ("PHI"), and City of Glendale ("Glendale"), (PHI and Glendale, collectively, the "Parties," individually, a "Party").

RECITALS

A. **WHEREAS,** PHI provides air medical transportation services and;

B. **WHEREAS,** Glendale has identified the opportunity to improve customer service to its constituents and more effectively deliver emergency services, which are core to its mission and;

C. **WHEREAS,** Glendale and PHI have agreed to work cooperatively to establish a public-private air medical program to provide air medical transportation and other emergency services to the residents of the City of Glendale and its automatic aid and mutual aid partners and;

NOW, THEREFORE, in consideration of the mutual covenants contained in this Agreement, the Parties agree as follows:

AGREEMENT

1. Services Provided by PHI.

1.1 Air Medical Transport Services. As authorized in accordance with this Agreement, PHI shall air transport patients (each, an "Emergency Flight") in accordance with (i) local, State and Federal protocols, (ii) Glendale protocols in existence on the Effective Date which have been furnished to PHI on or before the Effective Date and (iii) Glendale protocols as they may be amended after the Effective Date which have been furnished to PHI and approved by PHI (which approval will not be unreasonably withheld).

1.2 Types of Services. PHI will provide helicopter ambulance services as specified in this Agreement.

1.3 Flight Service Guidelines. PHI shall provide air ambulance flight services (the "Flight Services") in accordance with the standards set forth by the Commission on Accreditation of Medical Transport Services ("CAMTS"). PHI agrees to obtain CAMTS accreditation for the Program as soon as practical. The Medical Director (as defined below) for the Program working with the assigned PHI Manager of Clinical Standards shall establish standards for appropriate patient care during air transport.

1.4 Program Activities. PHI shall provide one (1) turbine engine helicopter with service available twenty-four (24) hours a day, three hundred sixty-five (365) days per year, except for maintenance and repair activities, which shall be available on a commercially reasonable basis at cost to PHI. The helicopter shall be based in the City of Glendale Municipal Airport located at 6791 N. Glen Harbor Blvd, Glendale, Arizona. In the event that another site is required, a mutually agreed upon location shall be selected by the Parties. PHI shall use its commercially reasonable efforts to promptly respond to the extent aircraft is available and not then in use or subject to maintenance or repair activities, to all appropriate flight requests. PHI shall provide a total of not less than four (4) pilots and one (1) mechanic (collectively, the "Flight Team"). Each Flight Team member shall be trained to PHI standards. Each Flight Team member shall meet all educational and experience standards recommended by CAMTS. All personnel of PHI providing services pursuant to this agreement are subject to the general approval of Glendale. The pilot in command of the aircraft at the time shall have complete power and authority to make and shall make all decisions concerning the suitability of weather and landing areas, condition of the aircraft for flight, and all other factors affecting flight safety. In accordance with Federal Aviation Regulations and PHI General Operations Manual the pilot in command of the aircraft will at all times maintain "Operational Control" of the Aircraft.

1.5 Medical Director and Medical Direction. PHI will provide physician Medical Director services for the Program (the "Medical Director") through Banner Good Samaritan Medical Center subject to the approval of Glendale, which approval shall not unreasonably be withheld. The Medical Director shall be an employee or a contractor of PHI under the control of PHI and shall not be deemed an employee, contractor or agent of Glendale. The Medical Director must meet all licensure, education, and certification requirements as set forth by any state or federal oversight body, and CAMTS.

1.6 General Financial Responsibility. Each Party shall assume full responsibility and oversight for its independently incurred costs and fees associated with the program. Costs and fees incurred as a result of the program not clearly within the responsibility of either party will be negotiated on a case by case basis.

1.7 Billing and Collection Obligations. PHI shall seek payment for all services relating to the Program by directly billing and collecting from the patients and other persons for whose benefit such services are provided. Compensation received by PHI relative to this agreement shall remain the property of PHI. All patient charges by PHI for services to the public under the terms of this Agreement shall be in accordance with applicable governmental regulations. PHI shall notify City of any changes in the charges for services provided under this Agreement within (5) days after approval. City is not responsible for non-payment of bills by individuals or other responsible parties whom patient care and transportation services have been rendered by PHI. PHI represents that its charges, to patients and other persons served, for services rendered, shall be fair and competitive.

1.8 HIPAA. To the extent PHI shall be deemed a "Business Associate" as such term is defined in the Health Insurance Portability and Accountability Act of 1996, Public Law 104-191 and regulations promulgated there under by the U.S. Department of Health and Human Services ("HIPAA") in connection with PHI's provision of services under this Agreement, PHI shall comply with the terms and conditions of the Business Associate Agreement attached as Schedule A

2. Services Provided by Glendale.

2.1 Clinical Services on Flights. Glendale will provide at least six (6) paramedics trained to a standard agreed upon by the parties to PHI on a contract basis for the Program at the contract rate of $58,500.00(Fifty-eight thousand five hundred) dollars per month. This rate will increase by 5% on each yearly anniversary of the Effective Date of this Agreement. Payments made to Glendale shall be due and payable on the first day of each month, to the order of the City of Glendale, at 5850 W. Glendale Avenue, Glendale Arizona 85301, Att: Finance Department. Payments received after the 15th day of any month shall be assessed a late charge of 15%. Such personnel provided by Glendale shall be employees of Glendale or of Glendale's mutual aid partners and under the control of Glendale. Two (2) of the six (6) paramedics shall be on-duty at all times. .

2.2 Dispatch Services. Glendale will provide all dispatch and communication services for the program through the Phoenix Regional Dispatch and Deployment Center. Such personnel provided by Glendale shall be either employees or partners of Glendale and under the control of Glendale. These services will be conducted in accordance with the standards established by CAMTS.

2.3 Program Management. Glendale will designate one or more individuals to act as the supervisor from the Emergency Medical Services Division of the GFD, as provided for herein. Glendale's on duty Battalion Supervisor will work with PHI in an advisory capacity to oversee the daily operations of the Program. Such personnel provided by Glendale shall be either employees or contractors of Glendale and under the control of Glendale.

2.4 Medical Crew Review. If, in the reasonable opinion of PHI, any personnel provided by Glendale pursuant to this Agreement do not demonstrate a high degree of aptitude for the type of operations or customer service required, including good interpersonal relations, PHI may make written request to Glendale to conduct a prompt review of the performance of the individual and to take appropriate prompt action. All such employment actions will be handled by Glendale on a case-by-case basis in accordance with Glendale policy and

procedure. All Glendale employees shall conform to the rules and requirements jointly approved by Glendale and PHI concerning dress and conduct and other applicable PHI and Glendale policies while providing services pursuant to this Agreement, and in connection with referring/receiving agency personnel interface.

2.5 First Call Provider. GFD agrees that PHI will be the first call provider for all air medical transports requests received by, through or from GFD. If at the time of transport request, an aircraft or Flight Team to staff the aircraft is not immediately available, PHI will provide GFD with its best estimate of alternative aircraft response time. If GFD determines that the response time is inappropriate, based upon the condition and needs of the patient, GFD may utilize any other appropriate resource or transport service to meet patient transfer needs. GFD will encourage regional support and utilization of PHI as the regional air medical transport program.

3. **Utilization of Corporate Identity or Likeness.** PHI and Glendale will use their commercially reasonable efforts to participate in mutually beneficial public relations and marketing activities. Neither PHI nor Glendale will utilize the others' markings or identities without express written permission from the other Party. PHI will allow Glendale to place Glendale's identity on aircraft dedicated to this Agreement, provided that PHI will only use Glendale's trade names, trademarks, and logos in accordance with this agreement. All marketing materials of PHI that names or makes reference to Glendale or the Glendale trade names, trademarks and logos must be approved in writing by Glendale prior to distribution.

4. **Relationship of the Parties.** The relationship of the Parties as set forth in this Agreement is that of provider and customer. PHI shall be an independent contractor of Glendale pertaining to Flight Services. Nothing in this Agreement is intended or shall be construed as creating any kind of partnership, joint venture, or agency relationship between the Parties.

5. **Term.** Subject to Section 11.3, this Agreement shall be in effect for a period of Five (5) years, commencing on the Effective Date, and terminating on the fifth (5th) anniversary of the Effective Date (the "Term"). This Agreement may be extended for two (2) successive three (3) year periods upon written intent by Glendale to PHI to do so. This Agreement may be terminated by either Party at will and without cause upon 60 days written notice. The terms of this contract will apply until the date of termination (not the date of notice). In the event of termination of this agreement, PHI agrees to continue to pay Glendale the contract rate of $58,500.00 per month for a period of twelve months after termination and Glendale agrees to enter into a labor contract with PHI to facilitate the employment of six paramedics by PHI in the Phoenix metropolitan area.

6. **Representations, Warranties and Covenants of PHI.** PHI hereby represents, warrants and covenants as follows:

6.1 Organization. PHI is a corporation duly organized, validly existing, and in good standing under the laws of the State of Louisiana, and has the power and authority to execute, deliver and perform its obligations under this Agreement. PHI is qualified and authorized to do business in the State of Arizona.

6.2 Authorization. The execution, delivery and performance of PHI of this Agreement have been authorized by all necessary corporate action on the part of PHI.

6.3 FAA Regulations. PHI shall comply with all regulations of the Federal Aviation Administration ("FAA") pertaining to air medical transport services being furnished by PHI under this Agreement and, in that connection, PHI represents that each aircraft, pilot and mechanic is properly licensed and certified and meets the minimum requirements as set forth in the applicable FAA regulations. PHI will save, hold harmless, and indemnify Glendale and any affiliated Glendale air medical program participants) from any liability, direct or indirect, including legal defense costs, arising from any act(s) and/or omission(s) of PHI and/or PHI's aviation related contractor(s) in connection with the rights and duties arising from this provision. PHI shall select, manage, and pay the legal defense costs as a part of the indemnity obligation including any settlement and /or judgment amounts awarded.

6.4 Compliance. In addition to the FAA regulations referenced in Section 7.3, PHI shall comply with all federal, state and local laws and regulations applicable to PHI's operation of the Program and the Flight Services provided by PHI under this Agreement. PHI will save, hold harmless, and indemnify Glendale and any affiliated Glendale air medical program participants from any liability, direct or indirect, including legal defense costs, arising from any act(s) and/or omission(s) of PHI and/or PHI's contractor(s) in connection with the rights and duties arising from this provision. PHI shall select, manage, and pay the legal defense costs as a part of the indemnity obligation including any settlement and/or judgment amounts awarded.

7. **Representations, Warranties and Covenants of Glendale.** Glendale hereby represents, warrants and covenants as follows:

7.1 Organization. Glendale is a duly organized municipal fire department validly existing and in good standing under the laws of the State of Arizona, and has the power and authority to execute, deliver and perform its obligations under this Agreement.

7.2 Authorization. The execution, delivery and performance of Glendale of this Agreement have been authorized by all necessary government action on the part of Glendale.

7.3 Governmental Approvals. Glendale has obtained, and shall maintain and keep in force, all consents, licenses, permits, approvals and authorization of federal, state and local governmental authorities which may be required to execute, deliver and perform its obligations under this Agreement.

8. PHI Insurance Requirements.

8.1 Policies and Amounts. PHI shall, during the Term or any extended term, maintain the following minimum insurance coverage:

(a) All risk ground and flight aircraft hull insurance. Coverage shall be endorsed to waive right of subrogation against Glendale and name Glendale as additional insured to the extent of indemnities assumed by PHI.
(b) Aircraft liability insurance covering injuries to passengers or third parties and damage to property in an amount not less than $50,000,000 for any one accident or series of accidents arising out of any one event. Such aircraft insurance excludes medical malpractice coverage and aggravation of injuries to passengers.
(c) Workers' compensation insurance for its employees at Arizona statutory limits.
(d) With the exception of Workers' compensation insurance and the incidental medical malpractice protection afforded PHI as an extension of its aircraft liability policy, to the extent of PHI's Indemnification Obligation, Glendale shall be named as additional insured on each and every one of PHI's policies described above to the full limits available, waive subrogation and provide Glendale 60 days' written notice of cancellation.

8.2 Glendale shall, during the Term or any extended term, maintain the following minimum insurance coverage and, to the extent of Glendale's Indemnification Obligation, all such policies of insurance shall name PHI as additional insured (except with respect to workers' compensation coverage), waive subrogation (except with respect to workers' compensation coverage), and provide PHI 30 days written notice of cancellation.

(a) Paramedic errors and omissions liability insurance in amounts of not less than $4,000,000 single and $6,000,000 aggregate limits.
(b) Workers' Compensation insurance for its employees at Arizona statutory limits.

9. Indemnification. The Parties agree to indemnify each other (the "Indemnification Obligations") as follows:

9.1 PHI's Indemnification Obligations. PHI agrees to defend, protect, indemnify and hold harmless Glendale, its mutual aid partners, subsidiaries, affiliates and subcontractors and their respective directors, officers, agents, employees, representatives and agents, from every kind or character of damages, losses,

liabilities, expenses, demands or claims (collectively, "Losses") arising out of, connected with, incident to, resulting from or relating to, the performance of Flight Services under this Agreement or the operation of the Program after the Effective Date, to the extent and only to the extent such Losses are caused by the negligence or fault of any member of PHI, which obligation shall not be diminished in any regard if such Losses were caused in part by the concurrent or joint negligence, either active or passive, of any of Glendale; provided, however, that, in the event of joint or concurrent negligence or fault of Glendale and PHI, PHI's indemnification obligation shall be limited to PHI's allocable share of such joint or concurrent negligence or fault.

9.2 Glendale's Indemnification Obligations. Glendale agrees to defend, protect, indemnify and hold harmless PHI, its subsidiaries, affiliates and subcontractors and their respective directors, officers, agents, employees, representatives and agents (collectively "PHI") for Losses, to the extent and only to the extent such losses are directly related to the performance of paramedic services and caused by the negligence or fault of any member of Glendale or its mutual aid partners, which obligation shall not be diminished in any regard if such Losses were caused in part by the concurrent or joint negligence, either active or passive, of any of PHI; provided, however, that, in the event of joint or concurrent negligence or fault of Glendale and PHI, Glendale's indemnification obligation shall be limited to Glendale's allocable share of such joint or concurrent negligence or fault.

9.3 Limitations. Neither PHI nor Glendale shall indemnify the other Party for any Losses resulting from the willful or negligent acts of the other Party or members of its organization. In no event, whether as a result of contract, tort, strict liability or otherwise, shall either Party be liable to the other for any punitive, special, indirect, incidental or consequential damages, including without limitation loss of profits, loss of use or loss of contract. The Indemnification Obligations shall not be reduced nor limited by any insurance coverage or insurance proceeds an Indemnified Party may have for its own account with respect to a claim.

9.4 Procedures. PHI or Glendale shall promptly notify the other Party of the existence of any claim, or the threat of any claim, to which the Indemnification Obligations might apply. The Indemnitor shall select, manage, and pay the legal defense costs as a part of the indemnity obligation including any settlement and/or judgment amounts awarded. Each indemnitee shall have the right, at its option and sole expense, to participate in the defense or claim without relieving the indemnitor of any obligation hereunder. The Indemnitee shall cooperate and comply with all reasonable requests that the Indemnitor may make in connection with the defense and any settlement of a claim.

9.5 Duration. The Indemnification Obligations shall continue after the termination of this Agreement, and all rights associated with the Indemnification Obligations shall inure to the benefit of the successors or assigns of PHI and Glendale.

10. Miscellaneous.

10.1 Force Majeure. Neither Party shall be liable to the other Party for failure to perform its respective obligations under this Agreement if and to the extent that such failure results from causes beyond the non-performing Party's reasonable control, including without limitation such causes as strikes, lockouts, riots, fires, floods or other weather conditions, natural disasters, acts of God, acts of public enemy, or any regulations, orders or requirements of any duly authorized governmental body or agency (collectively, "Force Majeure"). If either Party is unable to perform as a result of Force Majeure, it shall promptly notify the other Party in writing of the beginning and estimated ending of each such period. If any period of Force Majeure continues for thirty (30) days or more, the Party not so failing in performance shall have the right to terminate the Agreement upon written notice to the other Party. Notwithstanding anything contained herein to the contrary, PHI shall use its commercially reasonable efforts to provide a backup helicopter and associated flight services as required by this Agreement and the RFP during the period of Force Majeure.

10.2 Default. A material breach by either Party of any representation, warranty or covenant contained in this Agreement or the failure of either Party to comply with any material terms or conditions set forth in this Agreement shall constitute an event of default ("Default").

10.3 Termination. This Agreement shall terminate and, except as otherwise set forth herein, shall be of no further force and effect ninety (90) days after the non-defaulting Party provides the defaulting Party with written notice of a Default (the "Cure Period"), unless the non-defaulting Party cures the Default prior to the expiration of the Cure Period. Further, this Agreement may be terminated by reason of Force Majeure, as set forth in Section 10.1 above.

10.4 Severability. In the event that any provision of this Agreement is determined to be unlawful or contrary to public policy, such provision shall be severed here from, shall be deemed null and void, but shall in no way affect the remaining provisions outlined herein.

10.5 Proprietary Information. PHI shall cause its employees, agents and affiliates to hold as confidential all patient information and all information relating to Glendale's business, and the terms and conditions of this Agreement. Glendale shall cause its employees, agents and affiliates to hold confidential all information relating to PHI's business and the terms and conditions of this Agreement, except as otherwise reasonably necessary for Glendale's routine business functions as a Business Associate.

10.6 Assignment. Neither Party shall assign this Agreement, in whole or in part, without the prior written consent of the other.

10.7 Waiver. The waiver by one Party of any breach or failure of the other Party to perform any covenant or obligation contained in this Agreement shall not constitute a waiver of any subsequent breach or failure.

10.8 Entire Agreement. This Agreement and any exhibits or schedules attached thereto or referred to herein, represent the entire agreement between the Parties, with respect to the subject matter hereof, all other prior agreements being merged herein, and this Agreement shall not be modified except in writing signed by the Party against whom such modification is sought to be enforced.

10.9 Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Arizona.

10.10 Notice. All notices relating to this Agreement shall be deemed given when mailed, by certified or registered mail, or overnight courier, to the other Party at the address set forth below or such other address as may be given in writing from time to time:

To Glendale City Clerk:
5850 West Glendale Avenue.
Glendale, Arizona 85301

With a copy to:

Glendale City Attorney
5850 West Glendale Avenue.
Glendale, Arizona 85301

If to PHI: Petroleum Helicopters, Inc.
Attn: Mike McCann, Chief Financial Officer
2001 S.E. Evangeline Thruway
Lafayette, LA 70508
Telephone: (337) 272-4427
Facsimile: (337) 235-1357

Copy to: PHI Air Medical
Attn: Howard Ragsdale
2800 N. 44th Street, Suite 800
Phoenix, AZ 85008
Telephone: (602) 273-9349
Fax: (602) 224-1601

10.11 Recitals. The recitals contained in the first portion of this Agreement are made an integral part of this Agreement.

IN WITNESS HEREOF, the Parties, through their respective undersigned authorized officers, have duly executed this Agreement as of the day and year first written above.

PHI Inc.:

x _____

TITLE DIRECTOR

The City of Glendale:

x _____

TITLE Assistant City Manager.

Approved as to form:

_____

Glendale City Attorney

SCHEDULE A Business Associate Agreement

ATTEST:

_____

City Clerk

GLENDALE FIRE DEPARTMENT / AIREVAC SERVICES

"HALO"

AIREVAC
Services, Inc.

Executive Summary

Proposal:

The Glendale Fire Department and Air Evac Services propose creating a rapid response air medical team comprised of Glendale Fire and other west valley fire department personnel. The dedicated aircraft and team, collectively known as Helicopter Air-Medical and Logistics Operations (HALO), would respond to pre-hospital air medical transport needs in the west valley in addition to being available for other regional requirements.

Benefits to the City of Glendale include: 4 FTEs; partnership with other agencies; and overtime opportunities. In the event of early termination of the agreement, Glendale will receive full compensation for twelve (12) months of salaries. Reimbursement from AirEvac Services will be in the amount of $702,000 annually for salaries and related costs. Additional details related to specific benefits to the City of Glendale are included in this document. A 5% annual escalator is included.

Benefits:

The HALO team will bring the following benefits to the west valley communities and specifically to City of Glendale:

1. The most important benefit of air medical transport is the rapid transport of patients to the appropriate hospital facility and level of care. The primary responsibility of the HALO team is to build on the immediate care provided by EMS and FD personnel and then movement of the patient promptly to the receiving facility
2. Standardized and dedicated, quality patient care throughout Glendale and the West Valley.
3. Timeliness is a key benefit of this arrangement. Dispatch coordination will lead to instantaneous engagement in the perceived command requirements.
4. Reduction of helicopter response time due to automated dispatch protocols with pre-designated launch criteria to activate the team as part of the initial response
5. Consistent operational efficiency and effectiveness because of dedicated mission.
6. Innovative cost arrangement to benefit both the fire departments and Air Evac
7. Creative advertising for the participating municipalities—citizens will recognize the team as "their team."

Glendale specific benefits:

1. Aerial command and control capabilities for the Glendale.
2. City of Glendale emergency medical personnel stationed on site at the Glendale Airport 24 hours a day, seven days a week.

3. Aerial platform from which to assist in the management of greater alarm incidents in Glendale and the region.
4. Means of transportation for the City of Glendale's Incident Support Team (Police and Fire representatives assigned to this statewide deployment resource).
5. Complete cost reimbursement to the city for staffing.
6. One of a kind service delivery capability in Arizona.

Staffing:

The HALO team will consist of sub-contracted fire department paramedics specifically chosen for their ability to provide high quality patient care and who are trained to expert level in aviation logistics and safety. Fire Department and EMS personnel providing service in west valley regions will know the team flying in to assist with air medical transport—they are their co-workers.

Air Evac and Glendale FD, as the two primary organizations in the consortium, will jointly select the paramedics for A, B and C shifts.

Financials:

- AirEvac Services will pay $702,000.00 annually for the staffing of six (6) full time flight paramedics to the city of Glendale Fire Department.
- Glendale Fire will subcontract with each of the participating coalition agencies for costs associated with a firefighter paramedic position (FTE)
- Glendale Fire will assign 9 "replacement positions" and compensate them with specialty pay. These positions will fill vacancies in primary positions on the aircraft when either agency has a primary flight paramedic off.
- Participating coalition agencies will be responsible for any overtime associated with the back fill of positions.
- Contract contains a 5% annual escalator.

Expenditures	Salary Per FF	Total for 3 FF's
Projected	$87,120	$261,360
Glendale FF Replacement Paramedic Certifications ($2,140 x 6)		$12,840
Backfill Coverage during Training		$92,706
Coalition	$87,120	$261,360
Management Assistant position (FTE, job code 155)		$67,117

Total Expenditures:	**$695,383/yr**
AirEvac Contributions:	**$702,000/yr**
Revenue:	**+ $6,617/yr.**

Issue:

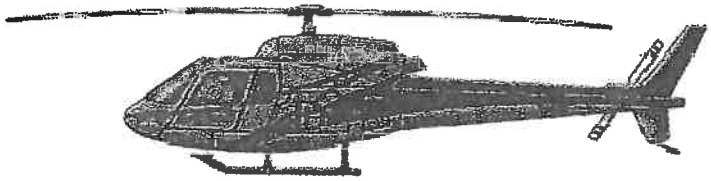
Emergency medical services in Glendale and the west valley has reached an important stage in development as population continues to steadily increase and demands upon existing municipal and private EMS organizations are amplified.

The Glendale Fire Department and Air Evac Services propose creating a rapid response air medical team comprised of Glendale Fire and other west valley fire department personnel. The dedicated aircraft and team Helicopter Air-Medical and Logistics Operations (HALO) would respond to pre-hospital air medical transport needs in the west valley in addition to being available for other regional requirements.

Aircraft:

Air Evac will provide an AS 350 aircraft painted in the paint scheme of Glendale FD. In addition, the consortium will create a recognizable logo for the HALO team to be visible on the side of the aircraft (see Attachment No. 1). The aircraft will be a moving advertisement for a successful partnership serving the region and a visual reminder of Glendale FD's innovative practices.

-350 B2/B3



Range	Speed	Power	Capacity	Fleet Entry
420 Miles	140 MPH Avg. Cruise	732-HP Arriel 1D1 Turbine	5 Passengers 1 Pilot	1978

Method:

The primary mission of the HALO team is to be the air medical provider of choice for all pre-hospital patient transport requirements. The team will be dedicated to the cities of Glendale, Peoria, Surprise, Avondale and Goodyear and will provide support for other west valley communities via the automatic aide system.

The secondary mission of the team is to provide aerial reconnaissance and assistance for specific duties as determined by the participating fire departments.

The team will be an additional asset or resource to be dispatched like any other apparatus or personnel requirement. When a call is dispatched, protocol will dictate whether the

aircraft is launched to the scene of the potential transport request. This automatic response will minimize the delay currently seen in the existing system.

The team will consist of two experienced fire paramedics dedicated to scene work in addition to being fully trained fire department personnel.

Benefits:

The HALO team will bring the following benefits to the west valley communities and specifically to City of Glendale:

1. Standardized and dedicated, quality patient care throughout Glendale and the West Valley.
2. Timeliness is a key benefit of this arrangement. Dispatch coordination will lead to instantaneous engagement in the perceived command requirements.
3. Reduction of helicopter response time due to automated dispatch protocols with pre-designated launch criteria to activate the team as part of the initial response
4. Consistent operational efficiency and effectiveness because of dedicated mission.
5. Innovative cost arrangement to benefit both the fire departments and Air Evac
6. Creative advertising for the participating municipalities—citizens will recognize the team as "their team".
7. The most important benefit of air medical transport is the rapid transport of patients to the appropriate hospital facility and level of care. The primary responsibility of the HALO team is to build on the immediate care provided by EMS and FD personnel and then movement of the patient promptly to the receiving facility.

Glendale specific benefits:

1. Aerial command and control capabilities for the west valley region.
2. City of Glendale emergency medical personnel stationed on site at the Glendale Airport 24 hours a day, seven days a week.
3. Aerial platform from which to assist in the management of greater alarm incidents in the region.
4. Means of transportation for the City of Glendale's Incident Support Team (Police and Fire representatives assigned to this statewide deployment resource).
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Staffing:

The HALO team will consist of sub-contracted fire department paramedics specifically chosen for their ability to provide high quality patient care and who are trained to expert level in aviation logistics and safety. Fire Department and EMS personnel providing service in west valley regions will know the team flying in to assist with air medical transport—they are their co-workers.

Air Evac and Glendale FD, as the two primary organizations in the consortium, will jointly select the paramedics for A, B and C shifts.

Primary Positions

One of the paramedics for each of the shifts will be from Glendale Fire Department. The other individual on the team will be selected from participating fire departments in the consortium. Glendale personnel will be obligated to the position for a period of not less than two years. Partner agencies will be required to maintain their core positions for a period of no less than one year.

In the event that neither the consortium "core" or "replacement" employee is available a designated Goodyear firefighter will be offered that shift. In the event that there are no available consortium firefighters the shift will be filled with a Glendale replacement firefighter.

Each shift (A,B,C) will consist of a Glendale FD paramedic and either a consortium paramedic or a Glendale FD backup paramedic.

Air Evac will sub-contract these paramedics for use on the HALO team. Each month, Air Evac will compensate Glendale FD for a contracted amount of labor costs. Glendale FD will act as the primary subcontractor and receive the contracted amount for labor costs each month; Glendale will then disburse the additional team members' salary to the appropriate fire department.

An FTE will be included to coordinate and billing of all participating agencies.

This arrangement will remove any costs associated with the extra team members from Glendale FD's payroll.

Financials:

- AirEvac Services will pay $702,000.00 annually for the staffing of six (6) full time flight paramedics to the city of Glendale Fire Department.
- Glendale Fire will subcontract with each of the participating coalition agencies for costs associated with a firefighter paramedic position (FTE)
- Glendale Fire will assign 9 "replacement positions" and compensate them with specialty pay. These positions will fill vacancies in primary positions on the aircraft when either agency has a primary flight paramedic off.
- Participating coalition agencies will be responsible for any overtime associated with the back fill of positions.
- Contract contains a 5% annual escalator.

Expenditures	Salary Per FF	Total for 3 FF's
Projected	$87,120	$261,360
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Management Assistant position (FTE, job code 155)		$67,117
Total Expenditures:		**$695,383/yr**
AirEvac Contributions:		**$702,000/yr**
Revenue:		**+ $6,617/yr**

Termination of Agreement

In the event of early termination of the agreement either party will provide 180 days written notice prior to the execution of termination. PHI-AirEvac Services will enter into a mutually agreed upon labor contract for no more than an additional twelve (12) months at full compensation.

All parties will maintain all insurance and industrial compensation obligations for their respective employees. In the event of a work place injury or death all parties will accept all insurance and benefit obligations for their respective employees.

Conclusion and Timeline

The EMS environment is ideally suited for an innovative practice like the HALO team that will increase the efficiency and effectiveness of air medical transport and fire aviation services.

Glendale Fire Department and Air Evac are model organizations to lead the industry and initiate a team concept that is not in practice anywhere. This model will lead to similar models in other locations across the US. It would be considered a "best practice" partnership by the regional fire departments and aero medical community. Both parties are prepared to implement this innovative program as soon as feasible.

RESOLUTION NO. 4581 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT WITH THE ARIZONA DEPARTMENT OF TRANSPORTATION TO RECONSTRUCT AND BEAUTIFY APPROXIMATELY 400 FEET OF ALLEYWAY CONNECTING GLENDALE AVENUE AND GLENN DRIVE BETWEEN 57TH AVENUE AND 57TH DRIVE.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That it is deemed in the best interest of the City of Glendale and the citizens thereof that the Intergovernmental Agreement between the City of Glendale and the Arizona Department of Transportation (**JPA File No. 11-176I**) to reconstruct and beautify approximately 400 feet of alleyway connecting Glendale Avenue and Glenn Drive between 57th Avenue and 57th Drive be entered into, which agreement is now on file in the office of the City Clerk of the City of Glendale.

SECTION 2. That the Mayor or City Manager and the City Clerk be authorized and directed to execute and deliver said agreement on behalf of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

iga_adot_11-176I.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services

SUBJECT: **INTERGOVERNMENTAL AGREEMENT WITH THE ARIZONA DEPARTMENT OF TRANSPORTATION FOR DOWNTOWN ALLEYWAY IMPROVEMENTS**

Purpose

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the Arizona Department of Transportation (ADOT) for the construction of a downtown alleyway improvement project.

Background

Pedestrian-friendly alleyway improvements are an important component in revitalizing and enhancing downtown Glendale. This IGA with ADOT will provide funding to reconstruct and beautify approximately 400 feet of alleyway connecting Glendale Avenue and Glenn Drive between 57th Avenue and 57th Drive.

This project will include undergrounding overhead utility lines, installation of decorative pavement, benches, decorative screen walls, pedestrian lighting and landscaping. In addition, drainage issues at the north end of the alleyway will be remedied as part of the project. The proposed alleyway improvements will be comparable in design to other alleyway improvements in Glendale's Centerline District. Construction is estimated to begin in the spring of 2013.

The total cost of this project is estimated at $454,009. Federal funds in the amount of $315,721 have been secured in the Maricopa Association of Governments Transportation Improvement Program for construction of the alleyway improvements, and the city's contribution is estimated at $138,288. If the actual cost of the project exceeds the estimate, the city will be responsible for all costs in excess of that amount. ADOT will advertise, bid and award the project, and city personnel will provide construction engineering services.

Previous Council/Staff Actions

On September 28, 2010, Council authorized the City Manager to enter into a professional services agreement with Wood, Patel and Associates for design services for the downtown alleyway project between 57th Avenue and 57th Drive, north of Glendale Avenue, south of Glenn Drive.

Community Benefit

Improvements to this alleyway will enhance the aesthetics and pedestrian circulation in the downtown area, contribute to a sense of civic pride in downtown Glendale, and demonstrate the city's commitment to the long-term commercial development of the area.

Public Input

The design phase included public involvement of adjacent businesses and citizens. On April 13, 2011, design plans were presented at the Glendale Onboard Transportation Program Open House held at the Civic Center.

On May 25 and May 26, 2011, design plans were also reviewed with adjacent property owners and, as a result, plans were modified to accommodate better access to the adjacent properties. All citizens and businesses that have provided input have been supportive of this project.

Public input will also be part of the construction phase, and will be solicited from all businesses fronting the alleyway to ensure minimal inconvenience to those businesses and the public.

Budget Impacts & Costs

Funding for construction will be provided by ADOT using federal Congestion Mitigation and Air Quality (CMAQ) funds in the amount of $315,721. Matching funds are available in the FY 2011-12 capital improvement plan in the estimated amount of $138,288. The city will be responsible for any additional project costs.

Appropriation of $88,288 will be transferred from the Intersection Improvements Project (2210-65008-550800) to the Downtown Alley Improvements Project (2210-65088-551200) within the GO Transportation Construction Fund.

The operating and maintenance costs associated with this project will be absorbed by the GO Transportation operating budget.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$138,288

Account Name, Fund, Account and Line Item Number:
Downtown Alley Improvements, Account No. 2210-65088-551200, $88,288
Local Drainage Problems, Account No. 2180-79004-550800, $50,000

Recommendation

Waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with the Arizona Department of Transportation for the construction of a downtown alleyway improvement project.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Jamsheed Mehta, AICP, Executive Director, Transportation Services
SUBJECT:	INTERGOVERNMENTAL AGREEMENT WITH THE ARIZONA DEPARTMENT OF TRANSPORTATION FOR DOWNTOWN ALLEYWAY IMPROVEMENTS

1. Resolution
2. Intergovernmental Agreement

ADOT File No.: IGA/JPA 11-176I
AG Contract No.: P001 2012 000726
Project: Pave Dirt Alley
Section: Glendale Avenue
Federal Project No.: GLN-0(230)
ADOT Project No.: SS889 01C
TIP/STIP No.: GLN09-610R
Budget Source Item No.: LOCAL

INTERGOVERNMENTAL AGREEMENT

BETWEEN
THE STATE OF ARIZONA
AND
THE CITY OF GLENDALE

THIS AGREEMENT is entered into this date _____, 2012, pursuant to the Arizona Revised Statutes §§ 11-951 through 11-954, as amended, between the STATE OF ARIZONA, acting by and through its DEPARTMENT OF TRANSPORTATION (the "State") and the CITY OF GLENDALE, acting by and through its MAYOR and CITY COUNCIL (the "City"). The State and the City are collectively referred to as "Parties".

I. RECITALS

1. The State is empowered by Arizona Revised Statutes § 28-401 to enter into this Agreement and has delegated to the undersigned the authority to execute this Agreement on behalf of the State.

2. The City is empowered by Arizona Revised Statutes § 48-572 to enter into this Agreement and has by resolution, a copy of which is attached hereto and made a part hereof, resolved to enter into this Agreement and has authorized the undersigned to execute this Agreement on behalf of the City.

3. The Project lies within the boundary of the City and has been selected by the City; the survey of the Project has been completed; and the plans, estimates and specifications will be prepared and, as required, submitted by the State to the Federal Highway Administration (FHWA) for its approval.

4. The interest of the State in this Project is the acquisition and distribution of federal funds for the use and benefit of the City and to authorize such federal funds for the Project pursuant to Federal law and regulations. The State shall be the designated agent for the City.

5. The improvements intended will reconstruct and beautify approximately four hundred (400) feet of alleyway connecting Glendale Avenue and Glenn Drive between 57th Avenue and 57th Drive, hereinafter referred to as the "Project". The Project will also include decorative pavement, undergrounded electric lines along the Project length, site furnishings, decorative screen walls, pedestrian lighting and landscaping on both sides of the alleyway. The Federal funds will be used for the construction of the project, including the construction engineering and administration cost (CE). The State shall advertise, bid and award the Project.

6. City personnel will be used for the construction engineering of the Project. The City will provide eligible inspection services, and be reimbursed for these services. All Arizona Department of Transportation (ADOT) policies and procedures will be applicable as coordinated with the Phoenix Construction District (District) and the ADOT Construction Group. The City, District and Construction Group must agree on the City Inspector. The City Engineering Director must provide the ADOT Construction Group (for pre-approval) all required and current certifications and chargeable rates (labor and equipment). The City Inspector will report to the ADOT Resident Engineer and must comply with all ADOT hardware/software computer requirements; this includes keeping the computer and any information in a secure location. The City Inspector must also utilize ADOT's automated system to complete the required weekly timesheet. The City Inspector will remain an employee of the City of Glendale and will not be considered an ADOT employee during the term of this Agreement. The City will invoice monthly for reimbursement, all charges must be kept current for both payment and ADOT reporting purposes. The ADOT Contract Administrator will be Michelle Bowser at **MBowser@azdot.gov**. The City will be notified of all approvals by the ADOT Construction Group.

The current Project costs are estimated as follows:

ADOT Project No. SS889 01C

Federal CMAQ Funds @ 100%	**$ 315,721.00**
City's contribution @ 100%	$ 128,288.00
State design review fee (SS889 01D)*	$ 10,000.00
Total Estimated City Funds	$ 138,288.00
Total Federal Funds	$ 315,721.00
****TOTAL Project Costs**	**$ 454,009.00**

* (Included in the City Estimated Funds)
** (Includes 15% CE and 5% Project contingencies)

The Parties acknowledge that the final bid amount may exceed the initial estimate(s) shown above, and in such case, the City is responsible for, and agrees to pay, any and all eventual, actual costs exceeding the initial estimate. If the final bid amount is less than the initial estimate, the difference between the final bid amount and the initial estimate will be de-obligated or otherwise released from the Project. The City acknowledges it remains responsible for, and agrees to pay according to the terms of this Agreement, any and all eventual, actual costs exceeding the final bid amount.

THEREFORE, in consideration of the mutual agreements expressed herein, it is agreed as follows:

II. SCOPE OF WORK

1. The State will:

a. Upon execution of this Agreement, and prior to performing or authorizing any work, invoice the City for the State's design review fee, of $10,000.00 and for the City's estimated share of the Project, currently estimated at **$128,288.00**. Once the Project costs have been finalized, the State will either invoice or reimburse the City for the difference between estimated and actual costs. The State will prepare a final reconciliation upon completion of the Project.

b. Review the design plans, specifications and other such documents and services required for the construction bidding and construction of the Project and provide comments to the City as appropriate.

c. On behalf of the City, review and approve documents required by the FHWA to qualify certain projects for and to receive federal funds. Such work may consist of, but is not specifically limited to, the review and approval of the prepared environmental documents; the preparation of the analysis requirements for documentation of environmental categorical exclusion determinations; review of reports, design plans, maps, and specifications; geologic materials testing and analysis; right-of-way related activities and such other related tasks essential to the achievement of the objectives of this Agreement.

d. Request the maximum programmed federal funds for the construction of this Project. Should costs exceed the maximum federal funds available, it is understood and agreed that the City will be responsible for any overage.

e. Upon approval by the FHWA, and receipt of the City's funds, proceed to advertise for, receive and open bids. The State will enter into a contract(s) with a firm(s) to whom the award is made for the construction of the Project; administer contracts(s) for the Project and make all payments to the contractor(s).

f. Not be obligated to maintain said Project, should the City fail to budget or provide for proper and perpetual maintenance as set forth in this Agreement.

2. The City will:

a. Upon execution of this Agreement, designate the State as authorized agent for the City.

b. Within thirty (30) days of receipt of an invoice from the State, and prior to the performance or authorization of any work, remit the City's share of the Project costs currently estimated at **$138,288.00** to the State.

c. Prepare and provide the design documents required for construction of the Project and incorporate comments to the State as appropriate.

d. Be responsible for all costs in excess of the maximum amount of federal funds and for any costs ineligible for federal funds. Such costs shall be paid by the City within thirty (30) days of receipt of invoice from the State.

e. Certify that all necessary rights-of-way have been or will be acquired prior to advertisement for bid and also certify that all obstructions or unauthorized encroachments of whatever nature, either above or below the surface of the Project area, shall be removed from the proposed right-of-way, or will be removed prior to the start of construction, in accordance with The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended; 49 CFR 24.102 Basic Acquisition Policies; 49 CFR 24.4 Assurances, Monitoring and Corrective Action, parts (a) & (b) and ADOT ROW Manual: 8.02 Responsibilities, 8.03 Prime Functions, 9.07 Monitoring Process and 9.08 Certification of Compliance. Coordinate with the appropriate State's Right-of-Way personnel during any right-of-way process performed by the City, if applicable.

f. Not permit or allow any encroachments upon or private use of the right-of-way, except those authorized by permit. In the event of any unauthorized encroachment or improper use, the City shall take all necessary steps to remove or prevent any such encroachment or use.

g. Hereby grant the State, its agents and/or contractors, without cost, the right to enter City Rights-of-Way, as required, to conduct any and all construction and preconstruction related activities, including without limitation, temporary construction easements or temporary Rights-of-Entry to accomplish among other things, soil and foundation investigations.

h. Be obligated to incur any expenditure should unforeseen conditions or circumstances increase the cost of said work required by a change in the extent of scope of the work requested by the City. Such changes require the prior approval of the State and FHWA. Be responsible for any contractor claims for additional compensation caused by Project delays attributable to the City. Payment for these costs shall be made within thirty (30) days of receipt of an invoice from the State.

i. Provide for cost and proper maintenance of the Project, including all of the Project components.

j. Enter into an agreement with the design consultant which states that the design consultant shall provide professional post-design services as required and requested throughout and upon completion of the construction phase of the Project.

k. Provide a set of as-built plans upon completion of the construction phase of the Project. An electronic version of the as-built plans shall be forwarded to Arizona Department of Transportation Local Government Section.

l. Upon completion of the Project, agree to accept, maintain and assume full responsibility of the Project in writing.

III. MISCELLANEOUS PROVISIONS

1. The terms, conditions and provisions of this Agreement shall remain in full force and effect until completion of said Project, except any provisions for maintenance/electrical power and/or landscaping maintenance shall be perpetual by the City. Further, this Agreement may be cancelled at any time prior to advertisement of the project construction contract, upon thirty (30) days written notice to the other party. It is understood and agreed that, in the event the City terminates this Agreement, the State shall in no way be obligated to maintain said Project. If the federal funding related to this Project is terminated or reduced by the federal government, or if Congress rescinds, fails to renew, or otherwise reduces apportionments or obligation authority, the State shall in no way be obligated for funding or liable for any past, current or future expenses under this agreement.

2. The State assumes no financial obligation or liability under this Agreement, or for any resulting construction Project. The City, in regard to the City's relationship with the State only, assumes full responsibility for the design, plans, specifications, reports, the engineering in connection therewith and the construction of the improvements contemplated, cost over-runs and construction claims. It is understood and agreed that the State's participation is confined solely to securing federal aid on behalf of the City and the fulfillment of any other responsibilities of the State as specifically set forth herein; that any damages arising from carrying out, in any respect, the terms of this Agreement or any modification thereof shall be the liability of the City and that to the extent permitted by law, the City hereby agrees to save and hold harmless, defend and indemnify from loss the State, any of its departments, agencies, officers or employees from any and all costs and/or damage incurred by any of the above and from any other damage to any person or property whatsoever, which is caused by any activity, condition, misrepresentation,

directives, instruction or event arising out of the performance or non performance of any provisions of this Agreement by the State, any of its departments, agencies, officers and employees, or its independent contractors, the City, any of its agents, officers and employees, or its independent contractors. Costs incurred by the State, any of its departments, agencies, officers or employees shall include, in the event of any action, court costs, and expenses of litigation and attorneys' fees.

3. This agreement shall remain in force and effect until completion of the work and related deposits and reimbursements.

4. The cost of construction and construction engineering work under this Agreement is to be covered by the federal funds set aside for this Project up to the maximum available. The City acknowledges that the eventual actual costs may exceed the maximum available amount of federal funds, or that certain costs may not be accepted by the federal government as eligible for federal funds. Therefore, the City agrees to furnish and provide the difference between actual costs and the federal funds received.

5. The cost of the project under this Agreement includes applicable indirect costs approved by the Federal Highway Administration (FHWA).

6. The City and the State warrant compliance with the Federal Funding Accountability and Transparency Act of 2006 and associated 2008 Amendments (the "Act"). Additionally, in a timely manner, the City will provide information that is requested by the State to enable the State to comply with the requirements of the Act, as may be applicable.

7. This Agreement shall become effective upon signing and dating of the Determination Letter by the State's Attorney General.

8. This Agreement may be cancelled in accordance with Arizona Revised Statutes § 38-511.

9. To the extent applicable under law, the provisions set forth in Arizona Revised Statutes § 35-214 and § 35-215 shall apply to this Agreement.

10. This Agreement is subject to all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable Federal regulations under the Act, including 28 CFR Parts 35 and 36. The parties to this Agreement shall comply with Executive Order Number 2009-09 issued by the Governor of the State of Arizona and incorporated herein by reference regarding "Non-Discrimination".

11. Non-Availability of Funds: Every obligation of the State under this Agreement is conditioned upon the availability of funds appropriated or allocated for the fulfillment of such obligations. If funds are not allocated and available for the continuance of this Agreement, this Agreement may be terminated by the State at the end of the period for which the funds are available. No liability shall accrue to the State in the event this provision is exercised, and the State shall not be obligated or liable for any future payments as a result of termination under this paragraph.

12. In the event of any controversy arising out of this Agreement, the Parties hereto agree to abide by required arbitration as is set forth for public works contracts in Arizona Revised Statutes § 12-1518.

13. All notices or demands upon any party to this Agreement shall be in writing and shall be delivered in person or sent by mail, addressed as follows:

Arizona Department of Transportation	City of Glendale
Joint Project Administration	Bill Passmore, P.E., Principal

205 S. 17th Avenue, Mail Drop 637E
Phoenix, Arizona 85007
(602) 712-7124
(602) 712-3132 Fax

Engineer
5850 West Glendale Avenue, Suite 315
Engineering Department
Glendale, AZ 85301
(623) 930-3647
(623) 915-2861 Fax
Email: bpassmore@glendaleaz.com

14. The Parties shall comply with the applicable requirements of Arizona Revised Statutes § 41-4401.

15. Pursuant to Arizona Revised Statutes § 35-391.06 and § 35-393.06, each Party certifies that it does not have a scrutinized business operation in Sudan or Iran. For the purpose of this Section the term "scrutinized business operations" shall have the meanings set forth in Arizona Revised Statutes § 35-391 and/or § 35-393, as applicable. If any Party determines that another Party submitted a false certification, that Party may impose remedies as provided by law including terminating this Agreement.

16. The Parties hereto shall comply with all applicable laws, rules, regulations and ordinances, as may be amended.

17. In accordance with Arizona Revised Statutes § 11-952(D) attached hereto and incorporated herein is the written determination of each party's legal counsel and that the parties are authorized under the laws of this State to enter into this Agreement and that the Agreement is in proper form.

IN WITNESS WHEREOF, the Parties have executed this Agreement the day and year first above written.

CITY OF GLENDALE

By _____
ELAINE M. SCRUGGS
Mayor

ATTEST:

By _____
PAMELA HANNA
City Clerk

STATE OF ARIZONA
Department of Transportation

By _____
DALLAS HAMMIT, P.E.
Deputy State Engineer, Development

IGA/JPA 11-176I

ATTORNEY APPROVAL FORM FOR THE CITY OF GLENDALE

I have reviewed the above-referenced Intergovernmental Agreement between the State of Arizona, acting by and through its DEPARTMENT OF TRANSPORTATION, and the CITY OF GLENDALE, an Agreement among public agencies which, has been reviewed pursuant to Arizona Revised Statutes §§ 11-951 through 11-954 and declare this Agreement to be in proper form and within the powers and authority granted to the City under the laws of the State of Arizona.

No opinion is expressed as to the authority of the State to enter into this Agreement.

DATED this _____ day of _____, 2012.

_____
City Attorney

RESOLUTION NO. 4582 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AUTHORIZING AND DIRECTING THE ENTERING INTO OF AN INTERGOVERNMENTAL AGREEMENT WITH MARICOPA COUNTY FOR EMERGENCY TRAFFIC MANAGEMENT MUTUAL AID.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That it is deemed in the best interest of the City of Glendale and the citizens thereof that an Intergovernmental Agreement with Maricopa County for Emergency Traffic Management Mutual Aid be entered into, which agreement is now on file in the office of the City Clerk of the City of Glendale.

SECTION 2. That the Mayor or City Manager and the City Clerk be authorized and directed to execute and deliver said agreement on behalf of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

iga_county_REACT.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services

SUBJECT: **INTERGOVERNMENTAL AGREEMENT WITH MARICOPA COUNTY DEPARTMENT OF TRANSPORTATION FOR EMERGENCY TRAFFIC MANAGEMENT MUTUAL AID**

Purpose

This is a request for City Council to adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement (IGA) with the Maricopa County Department of Transportation (MCDOT) for emergency traffic management mutual aid.

Background

The Regional Emergency Action Coordinating Team (REACT) program, operated by MCDOT using trained MCDOT employees, provides traffic control support for major incidents that require road closures. These incidents include traffic collisions, criminal investigations, fires and chemical spills.

In 2004, the City of Glendale entered into its existing IGA with MCDOT to provide emergency traffic management services in the city. MCDOT has successfully provided these services since that time. In 2009, MCDOT was awarded $852,479 in federal Congestion Mitigation and Air Quality (CMAQ) funds in order to expand the program to additional jurisdictions, with the goal of operating under the mutual aid philosophy.

This IGA will enhance current REACT operations in the city through FY 2013-14. Glendale's share of local match funding is $96,600, and will be provided through an in-kind exchange of services for the use of the Glendale Regional Public Safety Training Center for REACT training.

Previous Council/Staff Actions

On March 23, 2004, City Council approved the entering into of an IGA with MCDOT to provide REACT services to the city.

Community Benefit

Use of this program allows trained civilians to provide traffic control services, freeing up sworn officers to respond to other calls for service. Between January and December 2011, REACT responded to 33 incidents in Glendale, providing traffic control assistance for 1,612 man-hours; a savings of approximately $20,000 per year.

Additionally, an analysis of the program by MCDOT shows that the use of REACT to manage traffic incidents results in a 33% decrease in delays to the traveling public due to an incident.

Budget Impacts & Costs

Glendale's portion of local match funding is $96,600, and will be provided through an in-kind exchange of services for the use of the Glendale Regional Public Safety Training Center for REACT training until such time as the $96,600 in-kind allotment has been exhausted or until 2025, whichever occurs first.

Recommendation

Waive reading beyond the title and adopt a resolution authorizing the City Manager to enter into an intergovernmental agreement with the Maricopa County Department of Transportation for emergency traffic management mutual aid.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Jamsheed Mehta, AICP, Executive Director, Transportation Services
SUBJECT:	INTERGOVERNMENTAL AGREEMENT WITH MARICOPA COUNTY DEPARTMENT OF TRANSPORTATION FOR EMERGENCY TRAFFIC MANAGEMENT MUTUAL AID

1. Resolution
2. Intergovernmental Agreement

INTERGOVERNMENTAL AGREEMENT

BETWEEN MARICOPA COUNTY AND THE CITY OF GLENDALE

FOR EMERGENCY TRAFFIC MANAGEMENT MUTUAL AID

(TTTE44)

MAG #: MMA09-810

CFDA #: 20.205

Fed Aid #: CM MMA-0(206)A

TRACS #: SS68701C

(C-91-11- _____ -2-01)

This Intergovernmental Agreement (**Agreement**) is between the County of Maricopa, a political subdivision of the State of Arizona, (**County**), and the City of Glendale, a municipal corporation (**City**). The County and City are collectively referred to as the **Parties** or individually as a **Party**.

This Agreement shall become effective as of the date it is approved by the Maricopa County Board of Supervisors.

STATUTORY AUTHORIZATION

1. A.R.S. § 11-251 and §§ 28-6701 *et seq.* authorize the County to layout, maintain, control and manage public roads within the County.

2. A.R.S. §§ 11-951 *et seq.* authorize public agencies to enter into Intergovernmental Agreements for the provision of services or for joint or cooperative action.

3. A.R.S. § 9-240 and §§ 9-276 *et seq.* authorize the City to layout and establish, regulate, and improve streets within the City, and to enter into this Agreement.

BACKGROUND

4. The Regional Emergency Action Coordinating Team (REACT) is a highly specialized and unique arterial incident response program that assists public safety agencies by

providing emergency arterial traffic management support and strategies during incidents and closures.

5. The Parties have been cooperating on developing an emergency traffic incident management program as set forth in the Intergovernmental Agreement (IGA) for Emergency Traffic Management Mutual Aid approved by the Board of Supervisors on September 24, 2003 as agenda item number C-64-04-236-2-00 and recorded June 2, 2004 as Recorder's No. 2004-0621784.

6. The September 24, 2003 IGA (C-64-04-236-2-00) established a written cooperative relationship between the County and the City for the provision of Regional Emergency Action Coordinating Team (**REACT**) program services.

7. It was anticipated by the Parties that the Glendale REACT program would be expanded through federal funds apportioned to the County in the Maricopa Association of Governments (**MAG**) Transportation Improvement Program (**TIP**) Project MMA09-810 (**Project Funds**), such that the project would establish a City-operated REACT program to provide emergency traffic incident management services to City residents with mutual aid being provided by the County REACT program as needed (**Project**).

8. The original goal of establishing a City-operated REACT program is not currently feasible because the City needs more time to learn about the specific long-term operational and financial commitments necessary to manage the program. Therefore, the Parties are establishing a new short term goal, to include the following objectives:

   8.1 To enhance current REACT operations in the City utilizing existing federal-aid funds obligated for the Project.

   8.2 To allow the City, through participation in this Project with the County as lead agency, an opportunity to obtain additional information regarding the operational and financial commitments required so that the City can evaluate establishing a City-operated REACT program.

9. As part of the project funds, the City was expected to provide a cash contribution in the amount of $96,600. Instead of providing this contribution in the form of cash, the City will provide an in-kind exchange of services. Specifically, the City will allow use of the Glendale Regional Public Safety Training Center for Traffic Incident Management training purposes associated with the REACT program.

10. MCDOT has established response levels as described in REACT Emergency Traffic Incident Management Response Levels (Exhibit A). During the duration of the Project, MCDOT will respond to Levels 1-3.

PURPOSE OF THE AGREEMENT

11. The purpose of this Agreement is to identify and define the rights and responsibilities of

the Parties in their efforts to provide mutual aid for emergency traffic management during the duration of the project.

TERMS OF THE AGREEMENT

12. This Agreement is contingent upon the City's compliance with the Single Audit Act of 1984 and the availability of federal funds through the MAG TIP:

    12.1 CFDA #: 20.205

    12.2 Funding Source: Federal Highway Administration (FHWA)

        i. $852,479 Federal Funds – CMAQ (Congestion Mitigation and Air Quality)

        ii. $386,380 Local Funds – HURF (Highway User Revenue Fund)

    12.3 Contract Number: CM-MMA-0(206)A

    12.4 Contract Period: FY 2012, FY 2013, and FY 2014

    12.5 Grant Amount: $852,479

    12.6 Contact Information:

        i. Name: Faisal Saleem
        ii. Agency: Maricopa County DOT
        iii. Phone: 602-506-1241
        iv. Email: FaisalSaleem@mail.maricopa.gov

13. The Parties agree:

    13.1 To proceed in a manner consistent with the provisions set forth in the Background section of this Agreement.

    13.2 To assign staff who will be responsible for developing, coordinating, monitoring, reviewing, and evaluating the Parties' joint effort to provide emergency traffic management in the City.

    13.3 To conduct an annual review of the REACT program's impact on the City and the County on or about October 1 of each year during the duration of the project.

    13.4 For the duration of the project, to develop a cost model and operational framework for further evaluation of a City-operated REACT program.

    13.5 To carry out the Parties' cooperative efforts under this agreement, consistent with regional Traffic Incident Management standards, including:

        i. The provision of any Traffic Incident Management services identified in this Agreement shall be contingent upon the availability of MCDOT REACT emergency personnel. MCDOT REACT shall not be required to provide Traffic Incident Management services if it determines that it

does not have sufficient resources to meet current or anticipated events within its own jurisdiction.

ii. The scope of this agreement includes Traffic Incident Management services for transportation incidents or other events such as fires, medical emergencies and criminal investigations that affect normal flow of traffic and the safety of emergency responders and the traveling public.

iii. The Parties shall adopt standard emergency operation procedures following the Unified Command and National Incident Management System (**NIMS**) structure of command and management of incidents.

iv. Established Traffic Incident Management service procedures shall be followed at the scene of emergency incidents.

v. The Parties shall participate in multi-jurisdictional drills and exercises, on-scene and off-scene training programs, pre-incident planning, post-incident critiques and other activities to enhance safe and effective emergency operations when practical and feasible to participate.

vi. When engaged in an on-scene operation, Traffic Incident Management Teams shall follow the requirements, guidelines, processes and procedures for Unified Command as identified in the REACT handbook.

vii. From the time of arrival at the emergency scene to the time of departure from the emergency scene, the Party providing emergency traffic services shall be considered for all purposes to be under the direction and control of the agency's jurisdiction requesting emergency traffic services.

viii. Except as provided in paragraphs 14.6 and 15.4, the provision of traffic incident management services to the City, as prescribed in this Agreement, will end when all Federal Funds have been utilized.

14. The County shall:

14.1 Receive and administer the project federal-aid funding during the duration of the project.

14.2 Utilize the funding attributable to service in the City to procure equipment and supplies and, if needed, recruit additional responders whose primary responsibility will be to support emergency traffic management in the City.

14.3 Retain ownership of the equipment and supplies acquired with the funding.

14.4 Provide traffic incident management services to the City at least at a Response Level 3 for the duration of the Project.

14.5 Monitor and document emergency traffic management services provided to the City and provide the data to the City on a periodic basis.

14.6 When all Federal Funds have been utilized, meet with the City to mutually review the program and determine the establishment of a City-operated program. If agreement cannot be reached, the Project shall end immediately.

15. The City shall:

15.1 As part of the project funds, provide the City's matching contribution through the exchange of services for the use of the Glendale Regional Public Safety Training Center. The breakdown of costs is provided in attached Exhibit B.

15.2 Allow use of the Glendale Regional Public Safety Training Center for semiannual or quarterly Traffic Incident Management training sessions, as needed, accounted for at the then-current rental/use rate until the City has met its proportionate share match requirement of $96,600 or until 2025, whichever occurs first.

15.3 Provide the County with accounting details of Training Center uses and values as they accumulate toward the $96,600 total value.

15.4 When all Federal Funds have been utilized, meet with the County to mutually review the program to determine which Party shall assume payment and maintenance responsibility for the REACT program in the City. If agreement cannot be reached, the Project shall end immediately.

15.5 Evaluate a City operated Traffic Incident Management program upon the completion of the Project.

GENERAL TERMS AND CONDITIONS

16. By entering into this Agreement, the Parties agree that to the extent permitted by law, each Party will indemnify and save the other Parties harmless, including any of the Parties' departments, agencies, officers, employees, elected officials or agents, from and against all loss, expense, damage or claim of any nature whatsoever which is caused by any activity, condition or event arising out of the performance or nonperformance by the indemnifying Party of any of the provisions of this Agreement. By entering into this Agreement, each Party indemnifies the other against all liability (including, but not limited to, vicarious liability), losses and damages of any nature for or on account of any injuries or death of persons or damages to or destruction of property arising out of or in any way connected with the performance or nonperformance of this Agreement, except such injury or damage as shall have been occasioned by the negligence of that other Party. The damages which are the subject of this indemnity shall include but not be limited to the damages incurred by any Party, its departments, agencies, officers, employees, elected officials or agents. In the event of an action, the

damages which are the subject of this indemnity shall include costs, expenses of litigation and reasonable attorney's fees. Notwithstanding any other term of this Agreement, this Section 10 shall survive the expiration and/or termination of this Agreement.

17. This Agreement shall become effective as of the date it is approved by the Maricopa County Board of Supervisors and remain in full force and effect until all stipulations previously indicated have been satisfied except that it may be amended upon written Agreement by all Parties. Any Party may terminate this Agreement upon furnishing the other Parties with a written notice at least thirty (30) days prior to the effective termination date.

18. This Agreement shall be subject to the provisions of A.R.S. §38-511.

19. The Parties warrant that they are in compliance with A.R.S. § 41-4401 and further acknowledge that:

    19.1 Any contractor or subcontractor who is contracted by a Party to perform work on the Project shall warrant their compliance with all federal immigration laws and regulations that relate to their employees and their compliance with A.R.S. § 23-214(A), and shall keep a record of the verification for the duration of the employee's employment or at least three years, whichever is longer.

    19.2 Any breach of the warranty, shall be deemed a material breach of the contract that is subject to penalties up to and including termination of the contract.

    19.3 The Parties retain the legal right to inspect the papers of any contractor or subcontractor employee who works on the Project to ensure that the contractor or subcontractor is complying with the warranty above and that the contractor agrees to make all papers and employment records of said employee available during normal working hours in order to facilitate such an inspection.

    19.4 Nothing in this Agreement shall make any contractor or subcontractor an agent or employee of the Parties to this Agreement.

20. The Parties warrant that they do not have scrutinized business operations in Sudan or Iran, as prohibited by A.R.S. §§ 35-391.06 and 35-393.06, and further acknowledge that any contractor or subcontractor who is contracted by a party to perform work on the Project shall warrant that they do not have scrutinized business operations in Sudan or Iran.

21. Each Party in this Agreement warrants that neither it nor any contractor or vendor under contract with the Party to provide goods or services toward the accomplishment of the objectives of this Agreement are suspended or debarred by any federal agency which has provided funding that will be used in the Project described in this Agreement.

22. This Agreement does not imply authority to perform any tasks, or accept any

responsibility, not expressly stated in this Agreement.

23. This Agreement does not create a duty or responsibility unless the intention to do so is clearly and unambiguously stated in this Agreement.

24. This Agreement shall not be modified or extended except by written instrument adopted under the requirements for adopting a new agreement.

25. This Agreement does not grant authority to control the subject roadway, except to the extent necessary to perform the tasks expressly undertaken pursuant to this Agreement.

26. Any funding provided for in this Agreement, other than in the current fiscal year, is contingent upon being budgeted and appropriated by the Maricopa County Board of Supervisors and the Glendale City Council in such fiscal year.

27. This Agreement has been arrived at by negotiation and shall not be construed against any Party or against the Party who prepared the last draft.

28. Unless otherwise lawfully terminated by the Parties, this Agreement expires upon completion and acceptance of the Project and fulfillment of all terms of the Agreement.

End of Agreement - Signature Page Follows

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement.

MARICOPA COUNTY	**CITY OF GLENDALE**
Recommended by:	***Recommended by:***
3-2-2012	
John B. Hauskins, P.E. Date Transportation Director	Date
Approved and Accepted by:	***Approved and Accepted by:***
Chairman Date Board of Supervisors	Date
Attest by:	***Attest by:***
Clerk of the Board Date	City Clerk Date

APPROVAL OF DEPUTY COUNTY ATTORNEY AND CITY ATTORNEY

I hereby state that I have reviewed the proposed Intergovernmental Agreement and declare the Agreement to be in proper form and within the powers and authority granted to the Parties by their respective governing bodies under the laws of the State of Arizona.

Deputy County Attorney Date	City Attorney Date

EXHIBIT A

REACT

EMERGENCY TRAFFIC INCIDENT MANAGEMENT RESPONSE LEVELS

LEVEL 1- REGIONAL EMERGENCY

This level would be considered a major regional event. Includes incidents such as:

- Acts of terrorism similar to 9/11
- Dam failure
- Palo Verde Nuclear Facility failure
- Major fires, flooding

Incidents of this capacity would require participation from most if not all agencies' Traffic Incident Management Programs, including Maricopa County REACT, ADOT ALERT, DPS Freeway Service Patrol and other agencies participating with the Mutual Aid Mutual Response agreement for Incident Management practices. IGAs would be already in place that would describe the planning, operations and logistics in such of an event.

LEVEL 2- MAJOR ARTERIAL / FREEWAY

Incidents of this capacity would be a major arterial / freeway closure. This would be incidents such as:

- Closure of Bell road around Arrowhead Mall on the Saturday before Christmas or even Loop 101 at Bell for a major incident
- Closure of Grand
- Arterials around major events such as University of Phoenix Stadium

These incidents might not disturb traffic on a large regional level but possibly have an impact on traffic in neighboring jurisdictional areas. In a case like this, multiple Incident Management Teams would assist each other to stabilize traffic conditions.

LEVEL 3- JURISDICTIONAL EVENT / ASSIST

Incidents of this capacity would include an event that takes place in one jurisdiction, but generally requires additional emergency traffic management resources beyond that of what police services may be able to provide. In this case a Traffic Incident Management Team would assist to stabilize traffic conditions.

LEVEL 4- LOCAL EVENT

Incidents of this capacity would include an event that is managed by an agency's own emergency traffic services generally without the assistance of an additional Traffic Incident Management Team. Although any escalation of the event or an additional incident in a neighboring jurisdiction could require additional emergency traffic management resources in which the Level 4 event would then be classified as a Level 3 event.

EXHIBIT B

City of Glendale
Police Department
"To protect the lives and property of the people we serve"

Mr. Eric Hillyer, Commander

Regional Emergency Action Coordinating Team

Mr. Hillyer,

Per your request, I have completed this letter to describe the agreement our agencies have come to in order to continue our partnership and advance the REACT Program in the City of Glendale through Federally funded project CM-MMA-0(206)A "Establish REACT arterial incident response teams in Glendale, Peoria and Scottsdale". In a memorandum provided by you titled "REACT Program Expansion", the expansion is described as having the Maricopa County Department of Transportation support part of the fiscal requirement for your team to continue its service. Included in that document were the cities of Glendale, Peoria, and Scottsdale, who would partner with MCDOT and contribute the matching funds.

After meeting with yourself and your staff on several occasions, an agreement was reached with both REACT and the City of Glendale that the Public Safety Training Center shall be utilized for REACT training and the facility expenses will contribute towards the City of Glendale match for the project.

As we discussed, the City of Glendale is home to the Glendale Regional Public Safety Training Center, commonly referred to as "GRPSTC" or "Grip-Stick". This facility is all-inclusive with classrooms, firearms range, fire training facilities, and a full size driving track and training "roadways" for vehicle operation training. Based on our discussions, it was learned that to expand REACT regionally a safe place is needed to conduct training sessions, vehicle operations, and roadway closure training. Contact was made with both police and fire command staff at GRPSTC, and we found that training conducted and hosted by agencies was available, at a cost. I have documented the costs related to hosting bi-annual and quarterly training at the GRPSTC Training Center below:

Classroom: $57.00 per hour

Natural Gas training "props": $100.00 per hour

Driver's Track: $100.00 per hour

North Aid Station: $35.00 per hour

Janitorial charge: $100.00 per event

Training Staff: $36.00 per hour

The amounts calculated for an agency to conduct training at GRPSTC were found to be approximately

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$3380.00 for one 10-hour day, $6760.00 bi-annually, and $13,520.00 quarterly.

We again met with command staff and were able to reach an agreement that REACT would be able to reserve several dates, randomly or yearly, to conduct training for their teams at GRPSTC and the facility expenses will contribute towards the City of Glendale match of $96,600 for the project. The listed costs above would not be included or apply to any REACT staff member. Scheduling could be handled on regular intervals and as well as the training. The City of Glendale is in need of the assistance of REACT during critical incidents, and this agreement was reached and agreed upon by both REACT and staff at the Glendale Police Department in hopes of continuing our partnership and expand the REACT Program.

Thank you very much for your time and consideration, and I look forward to our agencies continuing their partnership for years to come.

Sincerely,

Sgt. Mark Malinski 9880

Training Sergeant

Glendale, AZ Police Department

11550 W. Glendale Avenue

Glendale, AZ 85307

(623) 772-7111

MMalinski@GLENDALEAZ.com

RESOLUTION NO. 4583 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, INCREASING THE RENTAL FEES FOR THE GLENDALE CIVIC CENTER; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, on June 22, 1999, Glendale City Council adopted Resolution No. 3295, New Series, that set the rental fees, booking policies and procedures for the Glendale Civic Center.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That pursuant to Glendale City Code Sec. 2-2, the facility rental rates for the Glendale Civic Center are hereby set as follows:

FACILITY RENTAL RATES

		Room Rates (Times include move-in to move-out)		
Area Name	**Sq.Ft.**	**7 am—4 pm**	**5 pm—1 am**	**7 am—1 am**
Crowne Ballroom	13,020	$2,400	$2,400	$3,000
Crowne Room	3,999	$ 768	$ 768	$ 960
Topaz Room	2,660	$ 528	$ 528	$ 660
Garnet Room	1,674	$ 360	$ 360	$ 450
Emerald Room	1,674	$ 360	$ 360	$ 450
Sapphire Room	1,674	$ 360	$ 360	$ 450
Onyx Room	1,334	$ 288	$ 288	$ 360
Board Room	475	$ 120	$ 120	$ 150
Fountain Terrace	13,175	$1,056	$1,056	$1,320
Garden Courtyard	3,300	$ 432	$ 432	$ 540
Diamond Ballroom	2,345	$ 576	$ 576	$ 720
Diamond A Room	1,172	$ 288	$ 288	$ 360
Diamond B Room	1,172	$ 288	$ 288	$ 360
Ruby Room	425	$ 120	$ 120	$ 150
Jade Room	374	$ 120	$ 120	$ 150
Vault Boardroom	378	$ 120	$ 120	$ 150
Bead Room	1,452	$ 360	$ 360	$ 450

SECTION 2. That the rental rates referenced in Section 1 above shall become effective July 1, 2012.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

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CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Julie Watters, Deputy Communications Director

SUBJECT: **GLENDALE CIVIC CENTER RENTAL INCREASE**

Purpose

This is a request for City Council to adopt a resolution increasing the rental fees for the Glendale Civic Center, effective July 1, 2012.

Background

The Glendale Civic Center opened its doors in the historic downtown in 1999 and is the largest city-owned multi-purpose facility in the West Valley. The venue offers 40,000 square-feet of space for conferences, tradeshows, private parties, weddings, proms, graduations and meetings. The Civic Center hosts an average of 280 event days with approximately 62,000 guests a year.

In March 2012, the Glendale Civic Center was ranked by "Ranking Arizona: the Best of Arizona Business" as the number one meeting and convention facility of its size in Arizona, surpassing high-level competition including the Ritz Carlton in east Phoenix, Loews Ventana Canyon Resort in Tucson, the Hyatt Regency in downtown Phoenix and the Scottsdale Plaza Resort. Other honors the venue has received include the Bride's Choice Award for 2010 and 2011 from Wedding Wire.

Previous Council/Staff Actions

During the Fiscal Year (FY) 2012-13 budget process, staff brought forward a plan to increase rates at the facility, as they had not been adjusted since the Glendale Civic Center opened. Staff presented to Council a proposal to implement a 20% room rental rate increase beginning July 1, 2012 for the Civic Center. Research of comparable rates indicates this increase will keep the facility competitive and will continue to price the venue at a range with our closest competitors.

Council was presented with the rate increase again at the budget meeting on April 23, 2012 and gave approval to include it in the FY 2012-13 budget. The last time Council adopted and approved rental fees for the Civic Center was June 22, 1999.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website home page sixty (60) days in advance of today's meeting.

Community Benefit

The mission of the Glendale Civic Center is to provide top-quality meeting and banquet facilities and service, to encourage local economic growth and to promote a positive identity for Glendale. Increasing facility usage by providing first-class services and products at competitive rates that generate revenue for the City of Glendale continues to be a positive contribution to the quality of life for the community.

The Civic Center's number one ranking as the best meeting and convention facility of its size in Arizona is a positive reflection on the city and its investment and exemplifies the value of what the venue brings to the city and region.

Budget Impacts & Costs

Overall, it's estimated the Civic Center could generate up to $53,000 in additional revenue with a 20% increase in rates beginning in FY 2012-13. For example, room rental for an average wedding would increase from $856 to $1,027, and an average meeting room cost for the entire ballroom would increase from $2,500 to $3,000.

Recommendation

Waive reading beyond the title and adopt a resolution increasing the rental fees for the Glendale Civic Center, effective July 1, 2012.

Horatio Skeets for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Julie Watters, Deputy Communications Director
SUBJECT:	GLENDALE CIVIC CENTER RENTAL INCREASE

1. Resolution

RESOLUTION NO. 4584 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE STRATEGIC GOALS AND KEY OBJECTIVES OF THE GLENDALE CITY COUNCIL.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as folows:

SECTION 1. That the Strategic Goals and Key Objectives of the Glendale City Council, three copies of which are on file in the office of the City Clerk, are hereby adopted and said copies are ordered to remain on file with the City Clerk.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

g_council.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager

SUBJECT: **FISCAL YEAR 2012-13 COUNCIL STRATEGIC GOALS AND KEY OBJECTIVES**

Purpose

This is a request for City Council to adopt a resolution approving the Fiscal Year (FY) 2012-13 Council Strategic Goals and Key Objectives used to develop this year's budget following direction from Mayor and Council.

Background

In November 2011, Richard Bowers met individually with Mayor and Council to discuss the strategic goals and objectives that were adopted by Council on June 14, 2011. The annual review and discussions indicated there were no significant changes.

Previous Council/Staff Actions

The FY 2011-12 Council Strategic Goals and Key Objectives were adopted at the June 14, 2011 Council meeting.

Community Benefit

The seven strategic goals re-emphasized Council's commitments to the citizens of Glendale.

Public Input

Public awareness of the adopted Council Strategic Goals and Key Objectives document is promoted through the publication on the city's website and in its key financial documents such as the budget book.

Recommendation

Waive reading beyond the title and adopt a resolution approving the Fiscal Year 2012-13 Council Strategic Goals and Key Objectives of the Glendale City Council.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
FROM:	Ed Beasley, City Manager
SUBJECT:	FISCAL YEAR 2012-13 COUNCIL STRATEGIC GOALS AND KEY OBJECTS

1. Resolution
2. Fiscal Year 2012-13 Council Strategic Goals and Key Objectives

GLENDALE

City Council
City of Glendale, Arizona

STRATEGIC GOALS
2012-2013

OUR VISION FOR GLENDALE:

"One Community"

* ***ONE COMMUNITY THAT IS FISCALLY SOUND***

Key Objectives for 2012-2013:

- **Continue to recognize that the economic challenges all communities are facing impact Glendale in some manner and communicate effectively with the public regarding those implications and the City's response.**

- **Continue to inform and engage City Council early on in the financial decision making process to assure that the policy level perspective is included in the initial formation of budget options.**

- **Apply leadership, innovation and commitment demonstrated at City Council Retreat to assure that service levels are minimally impacted by financial limitation.**

- **Set goals that conservatively reflect the fiscal limitations in the economic environment.**

- **Continue efforts to establish foundation to enhance fiscal strength through quality economic development and establishing a plan for vibrancy in the city center as noted in other objectives that follow.**

* *ONE COMMUNITY WITH STRONG NEIGHBORHOODS*

Key Objectives for 2012-2013:

- **Be proactive in code enforcement to improve neighborhood appearance.**
- **Continue to develop and apply innovative approaches to support neighborhoods and encourage neighborhoods to do the same.**
- **Encourage neighborhoods to take ownership for improvements and to be part of the solution in difficult economic times.**
- **Increase neighborhood involvement by educating residents to take active responsibility for their neighborhoods by strengthening neighborhood watches, working in concert with Code Compliance and establishing beneficial partnerships.**
- **Share success stories with City Council and public as staff interacts with neighborhoods and neighborhoods take on responsibility.**

* *ONE COMMUNITY COMMITTED TO PUBLIC SAFETY*

Key Objectives for 2012-2013:

- **Continue the innovative and collaborative approach to assuring that Glendale is a safe community.**
- **Work in partnership with the neighborhood strengthening effort and local businesses to ensure that Glendale is a safe community.**
- **Communicate successes to illustrate that Glendale neighborhoods are safe.**

* *ONE COMMUNITY WITH QUALITY ECONOMIC DEVELOPMENT*

Key Objectives for 2012-2013:

- **Identify and pursue business sectors that may be most valuable to the economic development strategy for Glendale.**
- **Apply innovative approaches to development efforts being willing to consider unique possibilities when they "fit" Glendale.**
- **Retain and expand local small business as a foundation for community economic development.**
- **Focus on opportunities that increase business locations that will improve salary levels and job quality.**

- **City becomes a catalyst in forming an alliance with other communities and stakeholders regarding investment/incentive issues related to economic development.**

* ***ONE COMMUNITY WITH A VIBRANT CITY CENTER***

Key Objectives for 2012-2013:

- **Continue the process of identifying the possibilities for Glendale Centerline and develop policies and support systems to encourage development.**

- **Continue to focus on the Glendale Centerline to take advantage of current opportunities and prepare for an improved economy.**

- **Be attentive to the connections between this objective and the previous three. They must work in unison to be successful.**

- **Strengthen the public perception of downtown Glendale.**

- **Identify ways the City can catalyze a strong downtown business district with its own business leadership organization.**

- **Develop a strategy to encourage and retain viable retail businesses.**

* ***ONE COMMUNITY WITH AN ACTIVE PARTNERSHIP WITH LUKE AFB***

Key Objectives for 2012-2013:

- **Continue to create opportunities to strengthen connection and shared experiences with base leadership.**

- **Continue efforts to ensure federal and state support for Luke Air Force Base by building strong relationships and by enhancing lobbying efforts.**

- **Seek opportunities to inform the public regarding the role played by Glendale in support of Luke AFB to both illustrate the level of commitment and encourage positive public support of Luke AFB.**

- **Maintain the process to meet the base's needs quickly.**

* ***ONE COMMUNITY WITH HIGH-QUALITY SERVICES FOR CITIZENS***

Key Objective for 2012-2013:

- **Continue to apply the organizational creativity and commitment to innovation that was so effective in the past four years.**

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services

SUBJECT: **AWARD OF BID FOR WESTGATE TEMPORARY PARKING LOTS**

Purpose

This is a request for City Council to award the bid and authorize the City Manager to enter into a construction agreement with Regional Pavement Maintenance of Arizona, Inc. in an amount not to exceed $534,910.76 for construction of two temporary parking lots at Westgate City Center.

Background

The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development, it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. With the construction of the Tanger Outlets Westgate, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

Parcels have been identified on the Westgate City Center site that must be improved to meet the parking requirements in the existing agreements. Required improvements include grading, paving and striping of the parking lots to be ready before the Cardinals' football season begins in August 2012.

On May 31, 2012, 11 bids were received for this project, with Regional Pavement Maintenance of Arizona, Inc. being the lowest responsive bidder in the amount of $534,910.76.

Previous Council/Staff Actions

On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Budget Impacts & Costs

Funds are available in the FY 2011-12 capital improvement plan. There are no operating costs associated with this project once it is complete. Appropriation will be transferred from Land Acquisition (2100-84400-550300) to New Development Infrastructure (2100-84407-550800) in the amount of $534,911.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$534,910.76

Account Name, Fund, Account and Line Item Number:
New Development Infrastructure, Account No. 2100-84407-550800, $534,910.76

Recommendation

Award the bid and authorize the City Manager to enter into a construction agreement with Regional Pavement Maintenance of Arizona, Inc. in an amount not to exceed $534,910.76 for construction of two temporary parking lots at Westgate City Center.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Jamsheed Mehta, AICP, Executive Director, Transportation Services
SUBJECT:	AWARD OF BID FOR WESTGATE TEMPORARY PARKING LOTS

1. Construction Agreement

C-_____

CONSTRUCTION AGREEMENT

This Construction Agreement ("Agreement") is entered into and effective between the CITY OF GLENDALE, an Arizona municipal corporation ("City"), and Regional Pavement Maintenance of Arizona, Inc., an Arizona corporation ("Contractor") as of the _____ day of _____, 20__.

RECITALS

A. City intends to undertake a project for the benefit of the public and with public funds that is more fully set forth in the **Notice to Contractors** and the attached **Exhibit A** ("Project");

B. City desires to retain the services of Contractor to perform those specific duties and produce the specific work as set forth in the Project, the plans and specifications, the **Information for Bidders,** and the **Maricopa Association of Governments** ("MAG") **General and Supplemental Conditions and Provisions;**

C. City and Contractor desire to memorialize their agreement with this document.

AGREEMENT

In consideration of the Recitals, which are confirmed as true and correct and incorporated by this reference, the mutual promises and covenants contained in this Agreement, and other good and valuable consideration, City and Contractor agree as follows:

1. Project.

1.1 Scope. Contractor will provide all services and material necessary to assure the Project is completed timely and efficiently consistent with Project requirements, including, but not limited to, working in close interaction and interfacing with City and its designated employees, and working closely with others, including other contractors, providers or consultants retained by City.

1.2 Documents. The following documents are, by this reference, entirely incorporated into this Agreement and attached Exhibits as though fully set forth herein:

(A) Notice to Contractors;
(B) Information for Bidders;
(C) MAG General Conditions, Supplemental General Conditions, Special and Technical Provisions;
(D) Proposal;
(E) Bid Bond;
(F) Payment Bond;
(G) Performance Bond;
(H) Certificate of Insurance;
(I) Appendix; and
(J) Plans and Addenda thereto.

Should a conflict exist between this Agreement (and its attachments), and any of the incorporated documents as listed above, the provisions of this Agreement shall govern.

1.3 Project Team.

(A) Project Manager. Contractor will designate an employee as Project Manager with sufficient training, knowledge, and experience to, in the City's opinion, to complete the project and handle all aspects of the Project such that the work produced by Contractor is consistent with applicable standards as detailed in this Agreement.

(B) Project Team.

(1) The Project manager and all other employees assigned to the project by Contractor will comprise the "Project Team."

(2) Project Manager will have responsibility for and will supervise all other employees assigned to the project by Contractor.

(C) Sub-contractors.

(1) Contractor may engage specific technical contractor (each a "Sub-contractor") to furnish certain service functions.

(2) Contractor will remain fully responsible for Sub-contractor's services.

(3) Sub-contractors must be approved by the City, unless the Sub-contractor was previously mentioned in the response to the solicitation.

(4) Contractor shall certify by letter that contracts with Sub-contractors have been executed incorporating requirements and standards as set forth in this Agreement.

2. **Schedule.** The Project will be undertaken in a manner that ensures it is completed in a timely and efficient manner. If not otherwise stated in **Exhibit A**, the Project shall be completed by no later than within forty-five (45) consecutive calendar days from and including the date of receipt of such Notice to Proceed.

3. **Contractor's Work.**

3.1 **Standard.** Contractor must perform services in accordance with the standards of due diligence, care, and quality prevailing among contractors having substantial experience with the successful furnishing of services and materials for projects that are equivalent in size, scope, quality, and other criteria under the Project and identified in this Agreement.

3.2 **Licensing.** Contractor warrants that:

(A) Contractor and Sub-contractors will hold all appropriate and required licenses, registrations and other approvals necessary for the lawful furnishing of services ("Approvals"); and

(B) Neither Contractor nor any Sub-contractor has been debarred or otherwise legally excluded from contracting with any federal, state, or local governmental entity ("Debarment").

(1) City is under no obligation to ascertain or confirm the existence or issuance of any Approvals or Debarments or to examine Contractor's contracting ability.

(2) Contractor must notify City immediately if any Approvals or Debarment changes during the Agreement's duration and the failure of the Contractor to notify City as required will constitute a material default of this Agreement.

3.3 **Compliance.** Services and materials will be furnished in compliance with applicable federal, state, county and local statutes, rules, regulations, ordinances, building codes, life safety codes, or other standards and criteria designated by City.

3.4 **Coordination; Interaction.**

(A) If the City determines that the Project requires the coordination of professional services or other providers, Contractor will work in close consultation with City to proactively interact with any other contractors retained by City on the Project ("Coordinating Entities").

(B) Subject to any limitations expressly stated in the budget, Contractor will meet to review the Project, schedules, budget, and in-progress work with Coordinating Entities and the City as often and for durations as City reasonably considers necessary in order to ensure the timely work delivery and Project completion.

(C) If the Project does not involve Coordinating Entities, Contractor will proactively interact with any other contractors when directed by City to obtain or disseminate timely information for the proper execution of the Project.

3.5 **Hazardous Substances.** Contractor is responsible for the appropriate handling, disposal of, and if necessary, any remediation and all losses and damages to the City, associated with the use or release of hazardous substances by Contractor in connection with completion of the Project.

3.6 **Warranties.** At any time within two years after completion of the Project, Contractor must, at

Contractor's sole expense and within 20 days of written notice from the City, uncover, correct and remedy all defects in Contractor's work. City will accept a manufacturer's warranty on approved equipment as satisfaction of the Contractor's warranty under this subsection.

3.7. **Bonds.** Upon execution of this Agreement, and if applicable, Contractor must furnish Payment and Performance bonds as required under A.R.S. § 34-608.

4. **Compensation for the Project.**

4.1 **Compensation.** Contractor's compensation for the Project, including those furnished by its Sub-contractors will not exceed $534,910.76 as specifically detailed in the Contractor's bid and set forth in **Exhibit B** ("Compensation").

4.2 **Change in Scope of Project.** The Compensation may be equitably adjusted if the originally contemplated scope of services as outlined in the Project is significantly modified by the City.

(A) Adjustments to the Scope or Compensation require a written amendment to this Agreement and may require City Council approval.

(B) Additional services which are outside the scope of the Project and not contained in this Agreement may not be performed by the Contractor without prior written authorization from the City.

5. **Billings and Payment.**

5.1 **Applications.**

(A) The Contractor will submit monthly invoices (each, a "Payment Application") to City's Project Manager and City will remit payments based upon the Payment Application as stated below.

(B) The period covered by each Payment Application will be one calendar month ending on the last day of the month.

5.2 **Payment.**

(A) After a full and complete Payment Application is received, City will process and remit payment within 30 days.

(B) Payment may be subject to or conditioned upon City's receipt of:

(1) Completed work generated by Contractor and its Sub-contractors; and

(2) Unconditional waivers and releases on final payment from Sub-contractors as City may reasonably request to assure the Project will be free of claims arising from required performances under this Agreement.

5.3 **Review and Withholding.** City's Project Manager will timely review and certify Payment Applications.

(A) If the Payment Application is rejected, the Project Manager will issue a written listing of the items not approved for payment.

(B) City may withhold an amount sufficient to pay expenses that City reasonably expects to incur in correcting the deficiency or deficiencies rejected for payment.

(C) Contractor will provide, by separate cover, and concurrent with the execution of this Agreement, all required financial information to the City, including City of Glendale Transaction Privilege License and Federal Taxpayer identification numbers.

(D) City will temporarily withhold Compensation amounts as required by A.R.S. 34-221(C).

6. **Termination.**

6.1 **For Convenience.** City may terminate this Agreement for convenience, without cause, by delivering a written termination notice stating the effective termination date, which may not be less than 15 days following the date of delivery.

(A) Contractor will be equitably compensated any services and materials furnished prior to receipt of the termination notice and for reasonable costs incurred.

(B) Contractor will also be similarly compensated for any approved effort expended and approved costs incurred that are directly associated with Project closeout and delivery of the required items to the City.

6.2 **For Cause.** City may terminate this Agreement for cause if Contractor fails to cure any breach of this Agreement within seven days after receipt of written notice specifying the breach.

(A) Contractor will not be entitled to further payment until after City has determined its damages. If City's damages resulting from the breach, as determined by City, are less than the equitable amount due but not paid Contractor for Service and Repair furnished, City will pay the amount due to Contractor, less City's damages.

(B) If City's direct damages exceed amounts otherwise due to Contractor, Contractor must pay the difference to City immediately upon demand; however, Contractor will not be subject to consequential damages more than $1,000,000 or the amount of this Agreement, whichever is greater.

7. **Insurance.**

7.1 **Requirements.** Contractor must obtain and maintain the following insurance ("Required Insurance"):

(A) Contractor and Sub-contractors. Contractor, and each Sub-contractor performing work or providing materials related to this Agreement must procure and maintain the insurance coverages described below (collectively, "Contractor's Policies"), until each Parties' obligations under this Agreement are completed.

(B) General Liability.

(1) Contractor must at all times relevant hereto carry a commercial general liability policy with a combined single limit of at least $1,000,000 per occurrence and $2,000,000 annual aggregate.

(2) Sub-contactors must at all times relevant hereto carry a general commercial liability policy with a combined single limit of at least $1,000,000 per occurrence.

(3) This commercial general liability insurance must include independent contractors' liability, contractual liability, broad form property coverage, products and completed operations, XCU hazards if requested by the City, and a separation of insurance provision.

(4) These limits may be met through a combination of primary and excess liability coverage.

(C) Auto. A business auto policy providing a liability limit of at least $1,000,000 per accident for Contractor and 1,000,000 per accident for Sub-contractors and covering owned, non-owned and hired automobiles.

(D) Workers' Compensation and Employer's Liability. A workers' compensation and employer's liability policy providing at least the minimum benefits required by Arizona law.

(E) Equipment Insurance. Contractor must secure, pay for, and maintain all-risk insurance as necessary to protect the City against loss of owned, non-owned, rented or leased capital equipment and tools, equipment and scaffolding, staging, towers and forms owned or rented by Contractor or its Sub-contractors.

(F) Notice of Changes. Contractor's Policies must provide for not less than 30 days' advance written notice to City Representative of:

(1) Cancellation or termination of Contractor or Sub-contractor's Policies;

(2) Reduction of the coverage limits of any of Contractor or and Sub-contractor's Policies; and

(3) Any other material modification of Contractor or Sub-contractor's Policies related to this Agreement.

(G) Certificates of Insurance.

(1) Within 10 business days after the execution of the Agreement, Contractor must deliver to City Representative certificates of insurance for each of Contractor and Sub-contractor's Policies, which will confirm the existence or issuance of Contractor and Sub-contractor's Policies in accordance with the provisions of this section, and copies of the endorsements of Contractor and Sub-contractor's Policies in accordance with the provisions of this section.

(2) City is and will be under no obligation either to ascertain or confirm the existence or issuance of Contractor and Sub-contractor's Policies, or to examine Contractor and Sub-contractor's Policies, or to inform Contractor or Sub-contractor in the event that any coverage does not comply with the requirements of this section.

(3) Contractor's failure to secure and maintain Contractor Policies and to assure Sub-contractor policies as required will constitute a material default under this Agreement.

(H) Other Contractors or Vendors.

(1) Other contractors or vendors that may be contracted by Contractor with in connection with the Project must procure and maintain insurance coverage as is appropriate to their particular agreement.

(2) This insurance coverage must comply with the requirements set forth above for Contractor's Policies (e.g., the requirements pertaining to endorsements to name the parties as additional insured parties and certificates of insurance).

(I) Policies. Except with respect to workers' compensation and employer's liability coverages, the City must be named and properly endorsed as additional insureds on all liability policies required by this section.

(1) The coverage extended to additional insureds must be primary and must not contribute with any insurance or self insurance policies or programs maintained by the additional insureds.

(2) All insurance policies obtained pursuant to this section must be with companies legally authorized to do business in the State of Arizona and acceptable to all parties.

7.2 Sub-contractors.

(A) Contractor must also cause its Sub-contractors to obtain and maintain the Required Insurance.

(B) City may consider waiving these insurance requirements for a specific Sub-contractor if City is satisfied the amounts required are not commercially available to the Sub-contractor and the insurance the Sub-contractor does have is appropriate for the Sub-contractor's work under this Agreement.

(C) Contractor and Sub-contractors must provide to the City proof of Required Insurance whenever requested.

7.3 Indemnification.

(A) To the fullest extent permitted by law, Contractor must defend, indemnify, and hold harmless

City and its elected officials, officers, employees and agents (each, an "Indemnified Party," collectively, the "Indemnified Parties"), for, from, and against any and all claims, demands, actions, damages, judgments, settlements, personal injury (including sickness, disease, death, and bodily harm), property damage (including loss of use), infringement, governmental action and all other losses and expenses, including attorneys' fees and litigation expenses (each, a "Demand or Expense"; collectively, "Demands or Expenses") asserted by a third-party (i.e. a person or entity other than City or Contractor) and that arises out of or results from the breach of this Agreement by the Contractor or the Contractor's negligent actions, errors or omissions (including any Sub-contractor or other person or firm employed by Contractor), whether sustained before or after completion of the Project.

(B) This indemnity and hold harmless policy applies even if a Demand or Expense is in part due to the Indemnified Party's negligence or breach of a responsibility under this Agreement, but in that event, Contractor shall be liable only to the extent the Demand or Expense results from the negligence or breach of a responsibility of Contractor or of any person or entity for whom Contractor is responsible.

(C) Contractor is not required to indemnify any Indemnified Parties for, from, or against any Demand or Expense resulting from the Indemnified Party's sole negligence or other fault solely attributable to the Indemnified Party.

7.4 **Waiver of Subrogation.** Contractor waives, and will require any Subcontractor to waive, all rights of subrogation against the City to the extent of all losses or damages covered by any policy of insurance.

8. Immigration Law Compliance.

8.1 Contractor, and on behalf any subcontractor, warrants, to the extent applicable under A.R.S. § 41-4401, compliance with all federal immigration laws and regulations that relate to their employees as well as compliance with A.R.S. § 23-214(A) which requires registration and participation with the E-Verify Program.

8.2 Any breach of warranty under subsection 8.1 above is considered a material breach of this Agreement and is subject to penalties up to and including termination of this Agreement.

8.3 City retains the legal right to inspect the papers of any Contractor or subcontractor employee who performs work under this Agreement to ensure that the Contractor or any subcontractor is compliant with the warranty under subsection 8.1 above.

8.4 City may conduct random inspections, and upon request of City, Contractor shall provide copies of papers and records of Contractor demonstrating continued compliance with the warranty under subsection 8.1 above. Contractor agrees to keep papers and records available for inspection by the City during normal business hours and will cooperate with City in exercise of its statutory duties and not deny access to its business premises or applicable papers or records for the purposes of enforcement of this section 8.

8.5 Contractor agrees to incorporate into any subcontracts under this Agreement the same obligations imposed upon Contractor and expressly accrue those obligations directly to the benefit of the City. Contractor also agrees to require any subcontractor to incorporate into each of its own subcontracts under this Agreement the same obligations above and expressly accrue those obligations to the benefit of the City.

8.6 Contractor's warranty and obligations under this section to the City is continuing throughout the term of this Agreement or until such time as the City determines, in its sole discretion, that Arizona law has been modified in that compliance with this section is no longer a requirement.

8.7 The "E-Verify Program" above means the employment verification program administered by the United States Department of Homeland Security, the Social Security Administration, or any successor program.

9. Conflict. Contractor acknowledges this Agreement is subject to A.R.S. § 38-511, which allows for cancellation

of this Agreement in the event any person who is significantly involved in initiating, negotiating, securing, drafting, or creating the Agreement on City's behalf is also an employee, agent, or consultant of any other party to this Agreement.

10. **Prohibitions.** Contractor certifies under A.R.S. §§ 35-391 *et seq.* and 35-393 *et seq.*, that it does not have, and during the term of this Agreement will not have "scrutinized" business operations, as defined in the preceding statutes, in the countries of Sudan or Iran.

11. **Non-Discrimination Policies.** Contractor must not discriminate against any employee or applicant for employment on the basis of race, religion, color sex or national origin. Contractor must develop, implement and maintain non-discrimination policies and post the policies in conspicuous places visible to employees and applicants for employment. Contractor will require any Sub-contractor to be bound to the same requirements as stated within this section.

12. **Notices.**

12.1 A notice, request or other communication that is required or permitted under this Agreement (each a "Notice") will be effective only if:

(A) The Notice is in writing, and

(B) Delivered in person or by private express overnight delivery service (delivery charges prepaid), certified or registered mail (return receipt requested).

(C) Notice will be deemed to have been delivered to the person to whom it is addressed as of the date of receipt, if:

(1) Received on a business day, or before 5:00 p.m., at the address for Notices identified for the Party in this Agreement by U.S. Mail, hand delivery, or overnight courier on or before 5:00 p.m.; or

(2) As of the next business day after receipt, if received after 5:00 p.m.

(D) The burden of proof of the place and time of delivery is upon the Party giving the Notice.

(E) Digitalized signatures and copies of signatures will have the same effect as original signatures.

12.2 **Representatives.**

(A) Contractor. Contractor's representative ("Contractor's Representative") authorized to act on Contractor's behalf with respect to the Project, and his or her address for Notice delivery is:

Regional Pavement Maintenance of Arizona, Inc.
Attn: Joseph Digiugno
2435 S. 6th Avenue
Phoenix, AZ 85003

(B) City. City's representative ("City's Representative") authorized to act on City's behalf, and his or her address for Notice delivery is:

City of Glendale
Attn: Jim McMains
5850 West Glendale Avenue
Glendale, Arizona 85301

With required copies to:

City of Glendale
City Manager
5850 West Glendale Avenue
Glendale, Arizona 85301

City of Glendale
City Attorney
5850 West Glendale Avenue
Glendale, Arizona 85301

(C) Concurrent Notices.

(1) All notices to City's representative must be given concurrently to City Manager and City Attorney.

(2) A notice will not be considered to have been received by City's representative until the time that it has also been received by City Manager and City Attorney.

(3) City may appoint one or more designees for the purpose of receiving notice by delivery of a written notice to Contractor identifying the designee(s) and their respective addresses for notices.

(D) **Changes.** Contractor or City may change its representative or information on Notice, by giving Notice of the change in accordance with this section at least ten days prior to the change.

13. **Financing Assignment.** City may assign this Agreement to any City-affiliated entity, including a non-profit corporation or other entity whose primary purpose is to own or manage the Project.

14. **Entire Agreement; Survival; Counterparts; Signatures.**

14.1 **Integration.** This Agreement contains, except as stated below, the entire agreement between City and Contractor and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

(A) Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.

(B) Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.

(C) Any solicitation, addendums and responses submitted by the Contractor are incorporated fully into this Agreement as Exhibit A. Any inconsistency between Exhibit A and this Agreement will be resolved by the terms and conditions stated in this Agreement.

14.2 **Interpretation.**

(A) The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.

(B) The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.

(C) The Agreement will be interpreted in accordance with the laws of the State of Arizona.

14.3 **Survival.** Except as specifically provided otherwise in this Agreement each warranty, representation, indemnification and hold harmless provision, insurance requirement, and every other right, remedy and responsibility of a Party, will survive completion of the Project, or the earlier termination of this Agreement.

14.4 **Amendment.** No amendment to this Agreement will be binding unless in writing and executed by the parties. Any amendment may be subject to City Council approval.

14.5 **Remedies.** All rights and remedies provided in this Agreement are cumulative and the exercise of any one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.

14.6 **Severability.** If any provision of this Agreement is voided or found unenforceable, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform to applicable law.

14.7 **Counterparts.** This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.

15. **Dispute Resolution.** Each claim, controversy and dispute ("Dispute") between Contractor and City will be resolved in accordance with Exhibit C. The final determination will be made by the City.

16. **Exhibits.** The following exhibits, with reference to the term in which they are first referenced, are incorporated

by this reference.

Exhibit A	Project
Exhibit B	Compensation
Exhibit C	Dispute Resolution

Project 111220

The parties enter into this Agreement as of the date shown above.

City of Glendale,
an Arizona municipal corporation

_____
By: Ed Beasley
Its: CityManager

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

Regional Pavement Maintenance of Arizona, Inc.
an Arizona corporation

_____
By: Joseph Digiuno
Its: President

WOMEN-OWNED/MINORITY BUSINESS [ ] YES [ ] NO
CITY OF GLENDALE TRANSACTION PRIVILEGE TAX NO. _____
FEDERAL TAXPAYER IDENTIFICATION NO. _____

EXHIBIT A
CONSTRUCTION AGREEMENT

PROJECT – WESTGATE TEMPORARY PARKING LOTS

This project includes 5,187 Tons of ½" residential HMA, 44,000 LF of 4" white paint striping, and six (6) drywells.

EXHIBIT B
CONSTRUCTION AGREEMENT

COMPENSATION

METHOD AND AMOUNT OF COMPENSATION

By bid, including all services, materials and costs.

NOT-TO-EXCEED AMOUNT

The total amount of compensation paid to Contractor for full completion of all work required by the Project during the entire term of the Project must not exceed $534,910.76.

DETAILED PROJECT COMPENSATION

Per Page 8 of the Bid Schedule.

EXHIBIT C
CONSTRUCTION AGREEMENT

DISPUTE RESOLUTION

1. Disputes.

1.1 Commitment. The parties commit to resolving all disputes promptly, equitably, and in a good-faith, cost-effective manner.

1.2 Application. The provisions of this Exhibit will be used by the parties to resolve all controversies, claims, or disputes ("Dispute") arising out of or related to this Agreement-including Disputes regarding any alleged breaches of this Agreement.

1.3 Initiation. A party may initiate a Dispute by delivery of written notice of the Dispute, including the specifics of the Dispute, to the Representative of the other party as required in this Agreement.

1.4 Informal Resolution. When a Dispute notice is given, the parties will designate a member of their senior management who will be authorized to expeditiously resolve the Dispute.

(A) The parties will provide each other with reasonable access during normal business hours to any and all non-privileged records, information and data pertaining to any Dispute in order to assist in resolving the Dispute as expeditiously and cost effectively as possible;

(B) The parties' senior managers will meet within 10 business days to discuss and attempt to resolve the Dispute promptly, equitably, and in a good faith manner, and

(C) The Senior Managers will agree to subsequent meetings if both parties agree that further meetings are necessary to reach a resolution of the Dispute.

2. Arbitration.

2.1 Rules. If the parties are unable to resolve the Dispute by negotiation within 30 days from the Dispute notice, and unless otherwise informal discussions are extended by the mutual agreement, the Dispute will be decided by binding arbitration in accordance with Construction Industry Rules of the AAA, as amended herein. Although the arbitration will be conducted in accordance with AAA Rules, it will not be administered by the AAA, but will be heard independently.

(A) The parties will exercise best efforts to select an arbitrator within 5 business days after agreement for arbitration. If the parties have not agreed upon an arbitrator within this period, the parties will submit the selection of the arbitrator to one of the principals of the mediation firm of Scott & Skelly, LLC, who will then select the arbitrator. The parties will equally share the fees and costs incurred in the selection of the arbitrator.

(B) The arbitrator selected must be an attorney with at least 15 years experience with commercial construction legal matters in Maricopa County, Arizona, be independent, impartial, and not have engaged in any business for or adverse to either Party for at least 10 years.

2.2 Discovery. The extent and the time set for discovery will be as determined by the arbitrator. Each Party must, however, within ten (10) days of selection of an arbitrator deliver to the other Party copies of all documents in the delivering party's possession that are relevant to the dispute.

2.3 Hearing. The arbitration hearing will be held within 90 days of the appointment of the arbitrator. The arbitration hearing, all proceedings, and all discovery will be conducted in Glendale, Arizona unless otherwise agreed by the parties or required as a result of witness location. Telephonic hearings and other reasonable arrangements may be used to minimize costs.

2.4 Award. At the arbitration hearing, each Party will submit its position to the arbitrator, evidence to support that position, and the exact award sought in this matter with specificity. The arbitrator must select the award sought by one of the parties as the final judgment and may not independently alter or modify the awards sought by the parties, fashion any remedy, or make any equitable order. The arbitrator has no authority to consider or award punitive damages.

2.5 Final Decision. The Arbitrator's decision should be rendered within 15 days after the arbitration hearing is concluded. This decision will be final and binding on the Parties.

2.6 Costs. The prevailing party may enter the arbitration in any court having jurisdiction in order to convert it to a judgment. The non-prevailing party shall pay all of the prevailing party's arbitration costs and expenses, including reasonable attorney's fees and costs.

3. **Services to Continue Pending Dispute.** Unless otherwise agreed to in writing, Contractor must continue to perform and maintain progress of required services during any Dispute resolution or arbitration proceedings, and City will continue to make payment to Contractor in accordance with this Agreement.

4. **Exceptions.**

4.1 Third Party Claims. City and Contractor are not required to arbitrate any third-party claim, cross-claim, counter claim, or other claim or defense of a third-party who is not obligated by contract to arbitrate disputes with City and Contractor.

4.2 Liens. City or Contractor may commence and prosecute a civil action to contest a lien or stop notice, or enforce any lien or stop notice, but only to the extent the lien or stop notice the Party seeks to enforce is enforceable under Arizona Law, including, without limitation, an action under A.R.S. § 33-420, without the necessity of initiating or exhausting the procedures of this Exhibit.

4.3 Governmental Actions. This Exhibit does not apply to, and must not be construed to require arbitration of, any claims, actions or other process filed or issued by City of Glendale Building Safety Department or any other agency of City acting in its governmental permitting or other regulatory capacity.

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Jamsheed Mehta, AICP, Executive Director, Transportation Services

SUBJECT: **ACCESS AGREEMENT WITH OUTLETS AT WESTGATE, LLC (TANGER OUTLETS WESTGATE)**

Purpose

This is a request for City Council to authorize the City Manager to enter into an access agreement with Outlets at Westgate, LLC and to execute the easements provided under that access agreement for parking lot access at the southeast corner of Glendale Avenue and Loop 101.

Background

The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development, it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. With the construction of Tanger Outlets Westgate, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

One of the lots identified for parking, a 9.84-acre parcel owned by the Arizona Department of Transportation (ADOT), requires access through the Tanger property. This access agreement provides two driveway connections and a pedestrian walkway. As stated in the agreement, Tanger will construct the necessary improvements to provide access to the ADOT lot, and the city will pay Tanger $115,000 to secure the access easements. While the Tanger property is under construction, event traffic, including vehicles and pedestrians, will be separated by fencing to ensure that citizens have safe passage to and from the ADOT lot.

Previous Council/Staff Actions

On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Budget Impacts & Costs

Funds are available in the FY 2011-12 capital improvement plan. There are no operating costs associated with this project once it is complete.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$115,000

Account Name, Fund, Account and Line Item Number:
Land Acquisition, Account No. 2100-84400-550800, $115,000

Recommendation

Authorize the City Manager to enter into an access agreement with Outlets at Westgate, LLC and to execute the easements provided under that access agreement for parking lot access at the southeast corner of Glendale Avenue and Loop 101.

Horatio Skeete for
Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Jamsheed Mehta, AICP, Executive Director, Transportation Services
SUBJECT:	ACCESS AGREEMENT WITH OUTLETS AT WESTGATE, LLC (TANGER OUTLETS WESTGATE)

1. Agreement

AGREEMENT FOR ACCESS EASEMENTS

This Agreement for Access Easements ("Agreement") is entered into and effective this __ day of June, 2012 (the "Effective Date") between the CITY OF GLENDALE, an Arizona municipal corporation ("City"), and Outlets at Westgate, LLC, a Delaware limited liability company authorized to do business in Arizona ("Tanger").

RECITALS

A. Tanger is developing a retail shopping center and parking area at Westgate City Center located on the southeast corner of West Glendale Avenue and the Loop 101 (the "Tanger Property"). The Tanger Property is more particularly described on **Exhibit A;**

B. City has leased land (the "ADOT Lot") from the Arizona Department of Transportation in order to provide parking for Westgate events, other special events, or games at the University of Phoenix Stadium ("Stadium"); Such events or games are referred to herein collectively as the "Events" and individually as an "Event";

C. The ADOT Lot abuts the Tanger Property along the western boundary of Tanger's Property and public access to parking on the ADOT Lot is only available through the Tanger Property; and

D. City and Tanger desire to memorialize their agreement for access easements, parking in the ADOT Lot and other related matters through this document.

AGREEMENT

In consideration of the Recitals, which are confirmed as true and correct and incorporated by this reference, the mutual covenants contained in this Agreement, and other good and valuable consideration, City and Tanger agree as follows:

1. The City agrees to present to Tanger simultaneously upon execution of this Agreement the proposed dates for all of the Events scheduled for the remainder of the year for which the City intends to use the access easement areas granted herein (such schedule of proposed dates is referred to herein as the "Event Calendar"). The Event Calendar shall be limited to no more than a total of seventy (70) Events and shall be subject to Tanger's reasonable approval, which approval/disapproval shall be given within 15 business days from receipt of the Event Calendar. Additionally, the City may present Tanger with up to sixteen (16) events a year that are not on the regular calendar of events, such as playoff games that cannot be scheduled in advance. Notice of such Events will be made available to Tanger as soon as the dates are known to the City, and are subject to Tanger's reasonable approval. The Events listed on the Event Calendar and approved by Tanger are referred to herein as an "Approved Event" or "Approved Events". It is understood and agreed that no Event parking shall be approved for the Friday or Saturday after Thanksgiving Day. For 2013 and

thereafter as long as this Agreement is in effect, the City shall submit the Event Calendar to Tanger for its approval on or before June 1st of each year for the following twelve month period of July 1st through June 30th (for example, the July 1, 2013- June 30, 2014 Event Calendar shall be submitted to Tanger for its approval no later than June 1, 2013). The City and Tanger agree to amend the Events calendar, as necessary, due to changes in event schedules.

2. Tanger will grant City two non-exclusive access easements for vehicular ingress/egress by the public on days when an Approved Event is scheduled (the "Access Easements") along, over and across the Tanger Property at the following locations:

   a. Along Tanger's south property line, an access easement connecting 95th Avenue to the ADOT Lot in the location more particularly described on **Exhibit B** (the "South Access Easement Area"); and

   b. A north access easement, connecting 95th Avenue to the ADOT Lot along the internal loop road of the Tanger parking area in the location more particularly described on **Exhibit C** (the "North Access Easement Area"). The South Access Easement Area and the North Access Easement Area are herein collectively referred to as the "Access Easement Areas".

Provided however, City agrees that such vehicular ingress/egress shall exclude tractor trailers and commercial vehicles.

3. Tanger will construct and pave, as applicable, the Access Easement Areas with the following stipulations:

   a. Tanger will build and complete a temporary roadway by July 31, 2012, over the South Access Easement Area;

   b. Prior to the official grand opening of the shopping center to be located on the Tanger Property, Tanger will construct a permanent roadway over the South Access Easement Area (the "South Driveway"); Tanger agrees to conduct its construction activities on the Tanger Property in a manner that does not preclude, prevent, or hinder parking activity on the ADOT Lot during an Approved Event;

   c. Prior to use of the South Access Easement Area by the public under the terms of this Agreement, the City will install/construct a gate with a locking device at the 95th Avenue entrance to the South Driveway; such gate shall be closed and locked when no Approved Events are occurring; and

d. Tanger will construct a permanent driveway over the North Access Easement Area (the "North Driveway"); the South Driveway and the North Driveway are referred to herein as the "Driveways".

4. Tanger will construct a permanent pedestrian access walkway connecting Tanger's crosswalk (which crosswalk spans the Tanger parking area internal loop road) to the ADOT Lot in the location agreed upon by Tanger and the City (the "Pedestrian Walkway"). Tanger will grant City a non-exclusive access easement for pedestrian ingress/egress by the public along, over and across the Pedestrian Walkway on days when an Approved Event is scheduled.

5. The City has prepared plans for the South Driveway entrance at 95th Avenue, the South Driveway entrance between the Tanger Property and the ADOT Lot, the North Driveway entrance between the Tanger Property and the ADOT Lot and the Pedestrian Walkway, which plans are listed on **Exhibit D** attached hereto (the "City Plans"). The City represents and warrants that the City Plans are in compliance with all applicable laws, rules and regulations. Tanger will construct the Driveways and the Pedestrian Walkway in accordance the City Plans and otherwise in accordance with all federal, state, and local laws and regulations. City inspectors will review and inspect Tanger's construction of the Driveways and the Pedestrian Walkway. Upon City inspectors' acceptance of the Driveways and Pedestrian Walkway, City shall pay to Tanger the amount of $115,000.00, which amount represents the entire cost of construction of the Driveways and the Pedestrian Walkway and the value of the Access Easements to the City. Notwithstanding anything contained herein to the contrary, if such payment is not received by Tanger within 30 days of Tanger's written request to City, then Tanger has the right to restrict use of the Access Easements, Driveways and/or the Pedestrian Walkway by the City or the public as granted by the terms of this Agreement until such payment is received by Tanger.

6. City shall construct, at its sole cost and expense, a paved parking lot with approximately 1,087 parking spaces on the ADOT Lot (the "City Parking Lot"), such construction to be in accordance with all applicable laws, rules and regulations. Notwithstanding anything contained herein to the contrary, until City constructs the City Parking Lot, the City will not be entitled to exercise any of its rights under this Agreement. If the City fails to construct the City Parking Lot within 120 days of the Effective Date, then this Agreement shall automatically terminate and be of no further force or effect.

7. The City shall not be responsible for maintenance of the Driveways or the Pedestrian Walkway located on the Tanger Property. Tanger shall not be responsible for maintenance of any improvements located on the ADOT Lot or within the public right of way.

8. The City shall provide, at City's sole cost and expense, traffic management and control on all Approved Event days (a) to insure the free flow of traffic through the Tanger Property and

on all adjacent public roads and (b) to direct traffic on the Driveways and adjacent roads to prevent members of the public attending an Event from parking on the Tanger Property. If City fails to provide such traffic management/ control or such traffic management/control is insufficient, then Tanger has the right, but not the obligation, to do so and City shall reimburse Tanger for the cost of such traffic management/control within 30 days of receipt of an invoice from Tanger.

9. Tanger, its successors and assigns, reserve the right to full and exclusive use of the Access Easement Areas and Pedestrian Walkway including above surface, sub-surface and surface use that does not unreasonably interfere with the easement and the rights granted herein, including, but not limited to, the right to use the Driveways for internal traffic circulation on Approved Event days.

10. The City agrees that Tanger, its employees, invitees and guests, may utilize the parking on the ADOT Lot on days on which an Approved Event is not scheduled at no cost or expense to Tanger. Provided however, Tanger agrees that such vehicular parking shall exclude tractor trailers, commercial vehicles and any long term parking.

11. Tanger has the right, at its sole cost and expense, from time to time to relocate all or any part of the Access Easement Areas, the Driveways and the Pedestrian Walkway, to such other place or places on the Tanger Property in coordination with the City.

12. City shall obtain and maintain at its own expense all applicable insurance and/or self insurance arrangements including, but not limited to, commercial general liability insurance covering against any liability resulting from or arising out of any occurrence in connection with the City's use of the Access Easement Areas, Driveways and Pedestrian Walkway and/or the exercise of its right under this Agreement. Such insurance and/or self insurance shall be in the minimum amount of Two Million Dollars ($2,000,000.00) commercial general liability in any one occurrence and Five Million Dollars ($5,000,000.00) in the aggregate and with $500,000.00 coverage for property damage in an accident, and will provide a waiver of subrogation by the insurer against Tanger, and where applicable it shall be issued by insurance companies licensed to do business in Arizona and acceptable to Tanger. All such policies shall contain a provision requiring at least thirty (30) days= prior written notice to Tanger by the insurance company before the effective date of the cancellation of any such policy. All such policies shall name Tanger, and its lenders, if any, and their respective affiliates, officers, directors, partners, employees, agents and assigns as additional insureds. City shall deliver evidence of self insurance arrangements or Certificates of Insurance evidencing such coverage to Tanger upon execution of this Agreement. Renewals thereof shall be delivered to Tanger at least thirty (30) days prior to the expiration of such policies.

13. City and Tanger agree that to the extent permitted by law, each party will indemnify, save, and hold the other party harmless, including any of the party's departments, agencies, officers, employees, elected officials, or agents, from and against all loss, expense, damage, or claim of any nature whatsoever, which is caused by any activity, condition, or event arising out of the performance or nonperformance by the indemnifying party of any of the provisions of this Agreement. Each party hereby indemnifies the other against all liability, losses, and damages of any nature for, or on account of any injuries or death of persons or damages to, or destruction of, any property arising out of, or in any way connected with the performance or nonperformance of this Agreement, except to the extent that any loss, damage, expense, or liability is attributable to the negligent or willful acts and misconduct of that other party. Damages under this indemnity clause include, but are not limited to, damages incurred by any party, their departments, agencies, officers, employees, elected officials, or agents. In the event of an action, the damages covered by this indemnity shall include court costs, expenses for litigation, and reasonable attorneys' fees, provided however, such damages shall not include any consequential, special or punitive damages of any kind.

14. Entire Agreement; Survival; Counterparts; Signatures.

14.1 Integration. This Agreement contains, except as stated below, the entire agreement between City and Tanger and supersedes all prior conversations and negotiations between the parties regarding the Project or this Agreement.

a. Neither Party has made any representations, warranties or agreements as to any matters concerning the Agreement's subject matter.

b. Representations, statements, conditions, or warranties not contained in this Agreement will not be binding on the parties.

14.2 Interpretation.

a. The parties fairly negotiated the Agreement's provisions to the extent they believed necessary and with the legal representation they deemed appropriate.

b. The parties are of equal bargaining position and this Agreement must be construed equally between the parties without consideration of which of the parties may have drafted this Agreement.

c. The Agreement will be governed and interpreted in accordance with the laws of the State of Arizona.

14.3 Survival. Except as specifically provided otherwise in this Agreement, each warranty, representation, indemnification and hold harmless provision, and every other right, remedy and responsibility of a Party, will survive for one (1) year following the expiration or the earlier termination of this Agreement.

14.4 Amendment. No amendment to this Agreement will be binding unless in writing and executed by the parties. Electronic signature blocks do not constitute execution for purposes of this Agreement, provided however, a signature of either party transmitted by facsimile transmission or email shall have the same force and effect as an original signature. Any amendment may be subject to City Council approval.

14.5 Remedies. All rights and remedies provided in this Agreement are cumulative and the exercise of any one or more right or remedy will not affect any other rights or remedies under this Agreement or applicable law.

14.6 Severability. If any provision of this Agreement is voided or found unenforceable by a court of competent jurisdiction, that determination will not affect the validity of the other provisions, and the voided or unenforceable provision will be reformed to conform with applicable law.

14.7 Counterparts. This Agreement may be executed in counterparts, and all counterparts will together comprise one instrument.

15. The easements and the rights granted herein with respect to the Tanger Property are subject to all valid and existing restrictions, reservations, covenants, conditions, rights-of-way, easements and encumbrances, if any, all matters which would be disclosed by an accurate survey and by inspection of the property, and current year ad valorem taxes to the extent they are applicable to and enforceable against the Access Easement Areas and adjacent land.

16. Termination. This Agreement shall terminate on the earlier to occur of the following: (a) the date the City no longer leases, owns or controls the ADOT Lot; or (b) by the tenth (10th) anniversary of the Effective Date, subject to an automatic renewal for one (1) additional ten (10) year term.

17. This Agreement is subject to cancellation in accordance with A.R.S. § 38-511.

18. Each party certifies under A.R.S. §§ 35-391 *et seq.*, and 35-393 *et seq.*, that it does not have, and during the term of this Agreement will not have, "scrutinized" business operations, as defined in the preceding statutory sections, in the countries of Sudan or Iran.

[Signatures to appear on following page.]

CITY OF GLENDALE, an Arizona municipal corporation

_____

Ed Beasley, City Manager

ATTEST:

_____

Pamela Hanna, City Clerk (SEAL)

APPROVED AS TO FORM:

_____

Craig Tindall, City Attorney

Outlets at Westgate, LLC,
a Delaware limited liability company
By: Tanger Phoenix, LLC, its Managing Member
By: Tanger Devco, LLC, its Manager

By: _____
Its: _____

EXHIBIT A

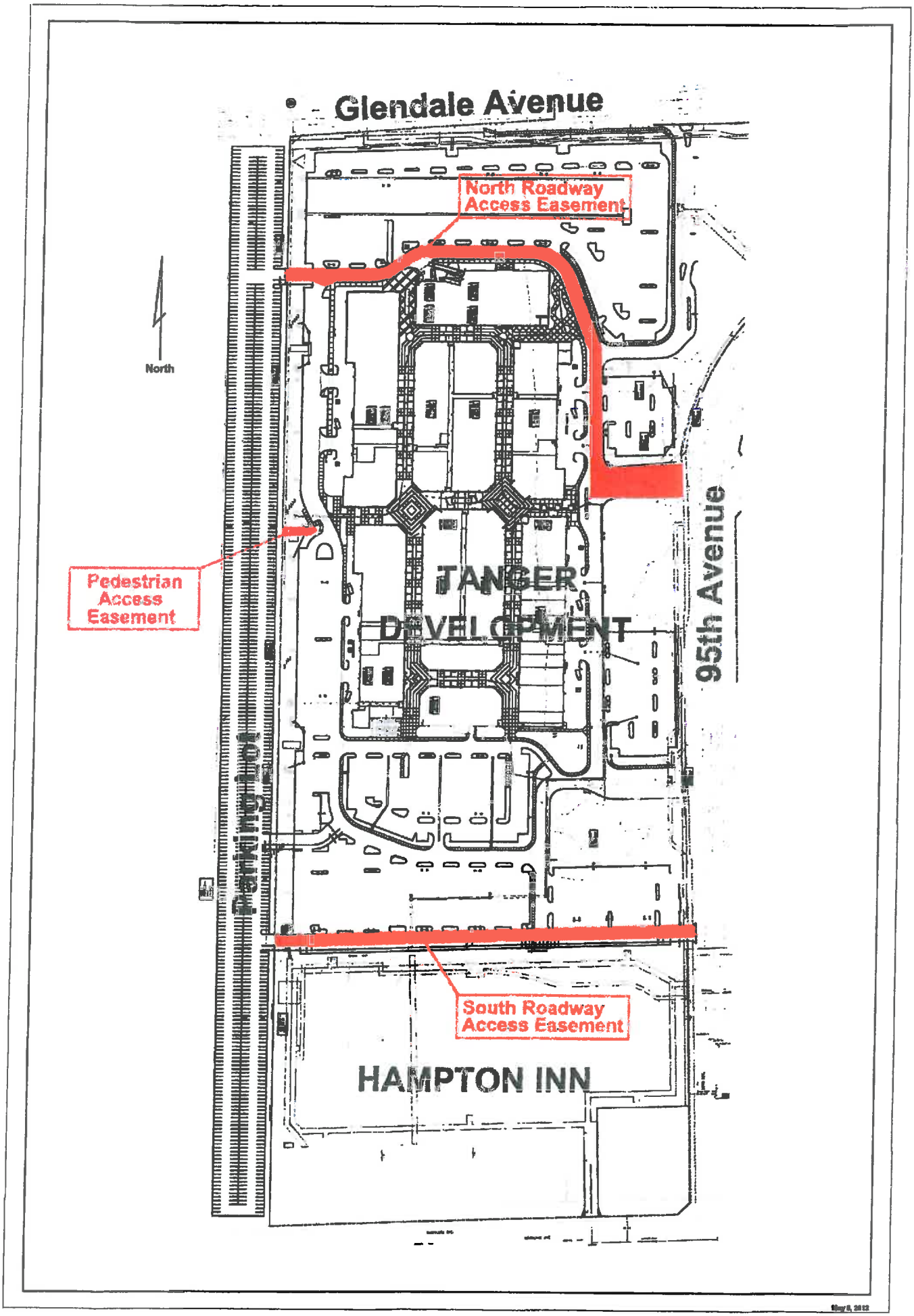
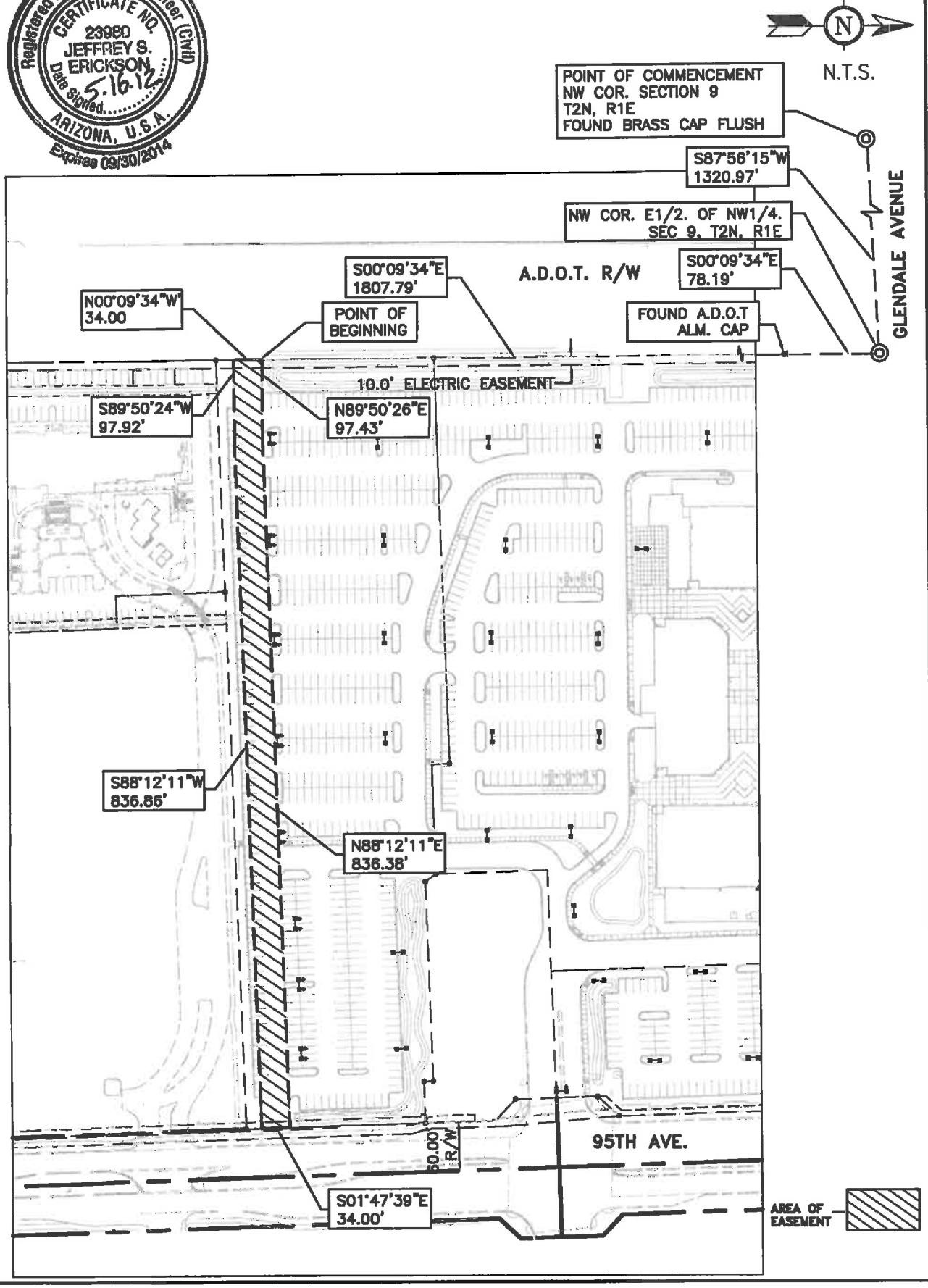

Glendale Avenue
North Roadway Access Easement
North
Pedestrian Access Easement
TANGER DEVELOPMENT
95th Avenue
Parkway
South Roadway Access Easement
HAMPTON INN

EXHIBIT B

A PORTION OF THE SW 1/4 OF SECTION 5 AND SE 1/4 OF SECTION 6, T2N, R1E OF THE G. & S. R. B. & M. MARICOPA COUNTY, ARIZONA

Registered Professional Engineer (Civil)
CERTIFICATE NO. 23960
JEFFREY S. ERICKSON
Date Signed 5-16-12
ARIZONA, U.S.A.
Expires 09/30/2014



EME

Erickson & Meeks Engineering, L.L.C.
13444 N. 32nd Street
Suite 6
Phoenix, Arizona 85032
Phone: (602) 569-8593
Fax: (602) 569-8493

SOUTH ROADWAY ACCESS EASEMENT EXHIBIT
WESTGATE
GLENDALE, ARIZONA

05/16/12

South Access Easement
Tanger Outlets @ Glendale Westgate
GLENDALE, ARIZONA

DATE: May 16, 2012
JOB NO.: 211-023

AN EASEMENT FOR ACCESS OVER A PORTION OF LAND LOCATED WITHIN WESTGATE, A SUBDIVISION OF LAND AS RECORDED IN BOOK 745, PAGE 14, RECORDS OF MARICOPA COUNTY, ARIZONA, ALSO BEING LOCATED IN A PORTION OF LAND LOCATED IN THE EAST HALF OF SECTION 9, TOWNSHIP 2 NORTH, RANGE 1 EAST, OF THE GILA AND SALT RIVER BASE AND MERIDIAN, MARICOPA COUNTY, ARIZONA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE NORTHWEST CORNER OF SECTION 9, TOWNSHIP 2 NORTH, RANGE 1 EAST, A FOUND BRASS CAP;

THENCE NORTH 87 DEGREES 56 MINUTES 15 SECONDS EAST, ALONG THE NORTH LINE OF SAID SECTION 9, A DISTANCE OF 1320.97 FEET, TO THE NORTHWEST CORNER OF THE EAST ½ OF THE NORTHWEST CORNER OF SECTION 9, TOWNSHIP 2 NORTH, RANGE 1 EAST

THENCE SOUTH 00 DEGREES 09 MINUTES 34 SECONDS EAST, LEAVING THE NORTH LINE OF SAID SECTION 9, A DISTANCE OF 78.19 FEET, TO A FOUND "ADOT" ALUMINUM CAP ON THE ON THE ARIZONA DEPARTMENT OF TRANSPORTATION EASTERN RIGHT OF WAY OF THE LOOP 101 FREEWAY;

THENCE SOUTH 00 DEGREES 09 MINUTES 34 SECONDS EAST, ALONG THE EASTERN RIGHT OF WAY OF SAID ARIZONA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY, A DISTANCE OF 1807.79 FEET TO A POINT ON SAID EASTERN RIGHT OF WAY, AND TO THE **POINT OF BEGINNING** OF THE EASEMENT DESCRIBED AS FOLLOWS;

THENCE NORTH 89 DEGREES 50 MINUTES 26 SECONDS EAST, LEAVING SAID EASTERN RIGHT OF WAY OF LOOP 101 FREEWAY, A DISTANCE OF 97. 43 FEET;

THENCE NORTH 88 DEGREES 12 MINUTES 11 SECONDS EAST, A DISTANCE OF 836.38 FEET TO A POINT ON THE WESTERN RIGHT OF WAY OF 95TH AVENUE;

THENCE SOUTH 01 DEGREES 47 MINUTES 39 SECONDS EAST, ALONG SAID WESTERN RIGHT OF WAY OF 95TH AVENUE, A DISTANCE OF 34.00 FEET;

THENCE SOUTH 88 DEGREES 12 MINUTES 11 SECONDS WEST, LEAVING SAID WESTERN RIGHT OF WAY OF 95TH AVENUE, A DISTANCE OF 836.86 FEET;

THENCE SOUTH 89 DEGREES 50 MINUTES 24 SECONDS WEST, A DISTANCE OF 97.92 FEET, TO A POINT ON THE ARIZONA DEPARTMENT OF TRANSPORTATION EASTERN RIGHT OF WAY OF THE LOOP 101 FREEWAY;

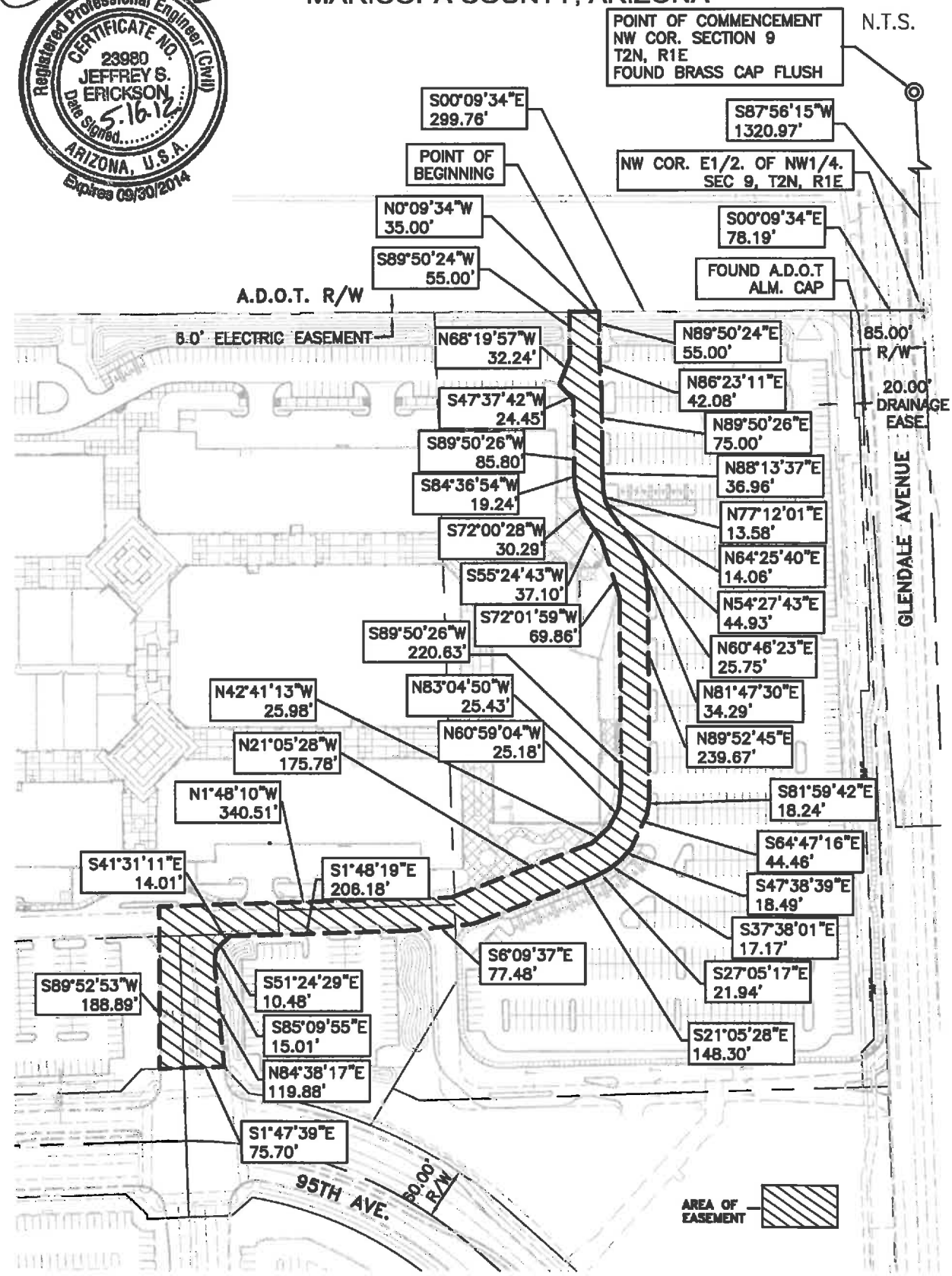
THENCE NORTH 00 DEGREES 09 MINUTES 34 SECONDS WEST, ALONG THE EASTERN RIGHT OF WAY OF SAID ARIZONA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY, A DISTANCE OF 34.00 FEET TO THE **POINT OF BEGINNING** OF THE EASEMENT HEREIN DESCRIBED.

Registered Professional Engineer (Civil)
CERTIFICATE NO.
23980
JEFFREY S.
ERICKSON
Date Signed 5-16-12
ARIZONA, U.S.A.
Expires 09/30/2014

EXHIBIT C

A PORTION OF THE SW 1/4 OF SECTION 5 AND SE 1/4 OF SECTION 6, T2N, R1E OF THE G. & S. R. B. & M. MARICOPA COUNTY, ARIZONA

N.T.S.



Registered Professional Engineer (Civil)
CERTIFICATE NO. 23980
JEFFREY S. ERICKSON
Date Signed 5-16-12
ARIZONA, U.S.A.
Expires 09/30/2014

EME
Erickson & Meeks Engineering, L.L.C.
13444 N. 32nd Street
Suite 6
Phoenix, Arizona 85032
Phone: (602) 569-8593
Fax: (602) 569-8493

NORTH ROADWAY ACCESS EASEMENT EXHIBIT
WESTGATE
GLENDALE, ARIZONA

05/16/12

North Roadway Access Easement
Tanger Outlets @ Glendale Westgate
GLENDALE, ARIZONA

DATE: May 16, 2012
JOB NO.: 211-023

AN EASEMENT FOR ACCESS OVER A PORTION OF LAND LOCATED WITHIN WESTGATE, A SUBDIVISION OF LAND AS RECORDED IN BOOK 745, PAGE 14, RECORDS OF MARICOPA COUNTY, ARIZONA, ALSO BEING LOCATED IN A PORTION OF LAND LOCATED IN THE EAST HALF OF SECTION 9, TOWNSHIP 2 NORTH, RANGE 1 EAST, OF THE GILA AND SALT RIVER BASE AND MERIDIAN, MARICOPA COUNTY, ARIZONA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

COMMENCING AT THE NORTHWEST CORNER OF SECTION 9, TOWNSHIP 2 NORTH, RANGE 1 EAST, A FOUND BRASS CAP;

THENCE NORTH 87 DEGREES 56 MINUTES 15 SECONDS EAST, ALONG THE NORTH LINE OF SAID SECTION 9, A DISTANCE OF 1320.97 FEET, TO THE NORTHWEST CORNER OF THE EAST ½ OF THE NORTHWEST CORNER OF SECTION 9, TOWNSHIP 2 NORTH, RANGE 1 EAST

THENCE SOUTH 00 DEGREES 09 MINUTES 34 SECONDS EAST, A DISTANCE OF 78.19 FEET, TO A FOUND "ADOT" ALUMINUM CAP ON THE ON THE EASTERN ARIZONA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY OF THE LOOP 101 FREEWAY;

THENCE SOUTH 00 DEGREES 09 MINUTES 34 SECONDS EAST, ALONG THE EASTERN RIGHT OF WAY OF SAID ARIZONA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY, A DISTANCE OF 299.76 FEET TO A POINT ON SAID EASTERN RIGHT OF WAY, AND TO THE **POINT OF BEGINNING** OF THE EASEMENT DESCRIBED AS FOLLOWS;

THENCE NORTH 89 DEGREES 50 MINUTES 24 SECONDS EAST, LEAVING SAID EASTERN RIGHT OF WAY OF LOOP 101 FREEWAY, A DISTANCE OF 55.00 FEET;

THENCE NORTH 86 DEGREES 23 MINUTES 11 SECONDS EAST, A DISTANCE OF 42.08 FEET;

THENCE NORTH 89 DEGREES 50 MINUTES 26 SECONDS EAST, A DISTANCE OF 75.00 FEET;

THENCE NORTH 88 DEGREES 13 MINUTES 37 SECONDS EAST, A DISTANCE OF 36.96 FEET;

THENCE NORTH 77 DEGREES 12 MINUTES 02 SECONDS EAST, A DISTANCE OF 13.58 FEET;

THENCE NORTH 64 DEGREES 25 MINUTES 40 SECONDS EAST, A DISTANCE OF 14.06 FEET;

THENCE NORTH 54 DEGREES 27 MINUTES 43 SECONDS EAST, A DISTANCE OF 44.93 FEET;

THENCE NORTH 60 DEGREES 46 MINUTES 23 SECONDS EAST, A DISTANCE OF 25.75 FEET;

THENCE NORTH 81 DEGREES 47 MINUTES 30 SECONDS EAST, A DISTANCE OF 34.29 FEET;

THENCE NORTH 89 DEGREES 52 MINUTES 45 SECONDS EAST, A DISTANCE OF 239.67 FEET;

THENCE SOUTH 81 DEGREES 59 MINUTES 42 SECONDS EAST, A DISTANCE OF 18.24 FEET;

THENCE SOUTH 64 DEGREES 47 MINUTES 16 SECONDS EAST, A DISTANCE OF 44. 46 FEET;

THENCE SOUTH 47 DEGREES 38 MINUTES 39 SECONDS EAST, A DISTANCE OF 18. 49 FEET;

THENCE SOUTH 37 DEGREES 38 MINUTES 01 SECONDS EAST, A DISTANCE OF 17.17 FEET;

THENCE SOUTH 27 DEGREES 05 MINUTES 17 SECONDS EAST, A DISTANCE OF 21.94 FEET;

THENCE SOUTH 21 DEGREES 05 MINUTES 28 SECONDS EAST, A DISTANCE OF 148.30 FEET;

THENCE SOUTH 06 DEGREES 09 MINUTES 37 SECONDS EAST, A DISTANCE OF 77. 48 FEET;

THENCE SOUTH 01 DEGREES 48 MINUTES 19 SECONDS EAST, A DISTANCE OF 206.18 FEET;

THENCE SOUTH 41 DEGREES 31 MINUTES 11 SECONDS EAST, A DISTANCE OF 14.01 FEET;

THENCE SOUTH 51 DEGREES 24 MINUTES 29 SECONDS EAST, A DISTANCE OF 10. 48 FEET;

THENCE SOUTH 85 DEGREES 09 MINUTES 55 SECONDS EAST, A DISTANCE OF 15.01 FEET;

THENCE NORTH 84 DEGREES 38 MINUTES 17 SECONDS EAST, A DISTANCE OF 119.88 FEET TO A POINT ON THE WESTERN RIGHT OF WAY OF 95TH AVENUE;

THENCE SOUTH 01 DEGREES 47 MINUTES 39 SECONDS EAST, ALONG THE WESTERN RIGHT OF WAY OF SAID 95TH AVENUE, A DISTANCE OF 75.70 FEET;

THENCE SOUTH 89 DEGREES 52 MINUTES 53 SECONDS WEST, LEAVING SAID WESTERN RIGHT OF WAY OF 95TH AVENUE, A DISTANCE OF 188.89 FEET;

THENCE NORTH 01 DEGREES 48 MINUTES 10 SECONDS WEST, A DISTANCE OF 340. 51 FEET;

THENCE NORTH 21 DEGREES 05 MINUTES 28 SECONDS WEST, A DISTANCE OF 175.78 FEET;

THENCE NORTH 42 DEGREES 41 MINUTES 13 SECONDS WEST, A DISTANCE OF 25.98 FEET;

THENCE NORTH 60 DEGREES 59 MINUTES 04 SECONDS WEST, A DISTANCE OF 25.18 FEET;

THENCE NORTH 83 DEGREES 04 MINUTES 50 SECONDS WEST, A DISTANCE OF 25. 43 FEET;

THENCE SOUTH 89 DEGREES 50 MINUTES 26 SECONDS WEST, A DISTANCE OF 220.63 FEET;

THENCE SOUTH 72 DEGREES 01 MINUTES 59 SECONDS WEST, A DISTANCE OF 69.86 FEET;

THENCE SOUTH 55 DEGREES 24 MINUTES 43 SECONDS WEST, A DISTANCE OF 37.10 FEET;

THENCE SOUTH 72 DEGREES 00 MINUTES 28 SECONDS WEST, A DISTANCE OF 30.29 FEET;

THENCE SOUTH 84 DEGREES 36 MINUTES 54 SECONDS WEST, A DISTANCE OF 19.24 FEET;

THENCE SOUTH 89 DEGREES 50 MINUTES 26 SECONDS WEST, A DISTANCE OF 85.80 FEET;

THENCE SOUTH 47 DEGREES 37 MINUTES 42 SECONDS WEST, A DISTANCE OF 24.45 FEET;

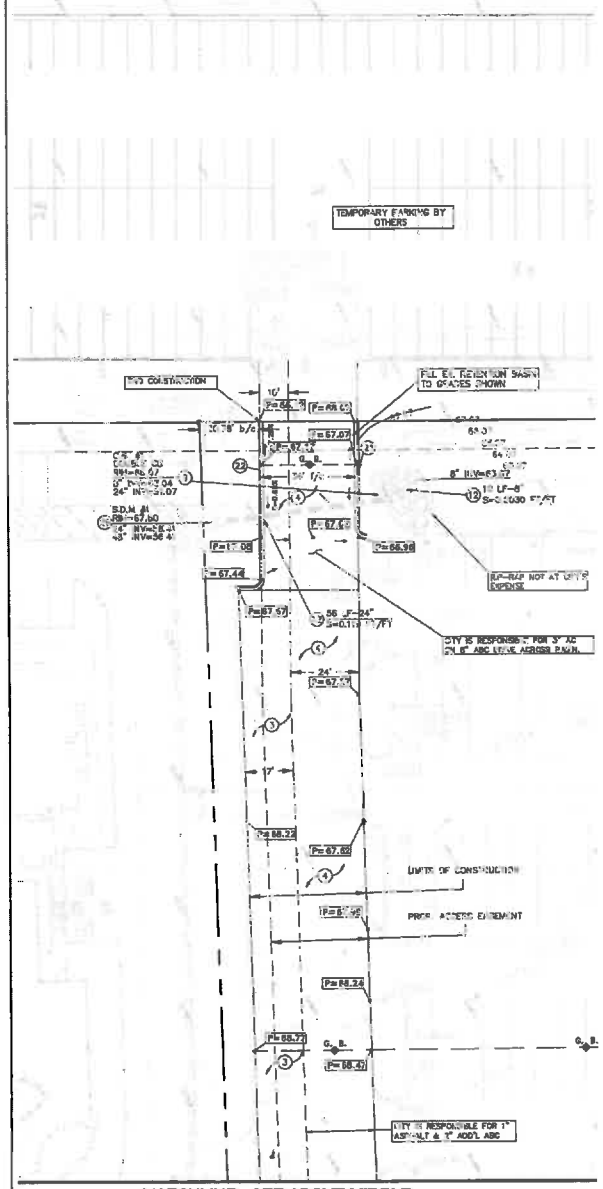
THENCE NORTH 68 DEGREES 19 MINUTES 57 SECONDS WEST, A DISTANCE OF 32.24 FEET;

THENCE SOUTH 89 DEGREES 50 MINUTES 24 SECONDS WEST, A DISTANCE OF 55.00 FEET, TO A POINT ON THE EASTERN ARIZONA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY OF THE LOOP 101 FREEWAY;

THENCE NORTH 00 DEGREES 09 MINUTES 34 SECONDS WEST, ALONG THE EASTERN RIGHT OF WAY OF SAID ARIZONA DEPARTMENT OF TRANSPORTATION RIGHT OF WAY, A DISTANCE OF 35.00 FEET TO THE **POINT OF BEGINNING** OF THE EASEMENT HEREIN DESCRIBED.

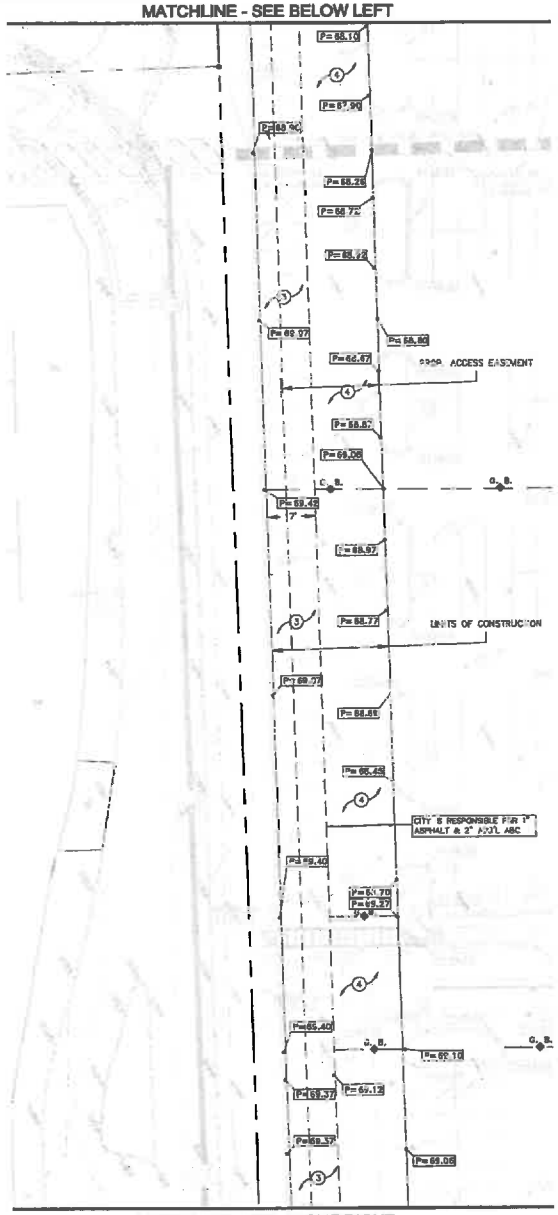
Registered Professional Engineer (Civil)
CERTIFICATE NO.
23980
JEFFREY S.
ERICKSON
Date Signed 5-16-12
ARIZONA, U.S.A.
Expires 09/30/2014

EXHIBIT D-1



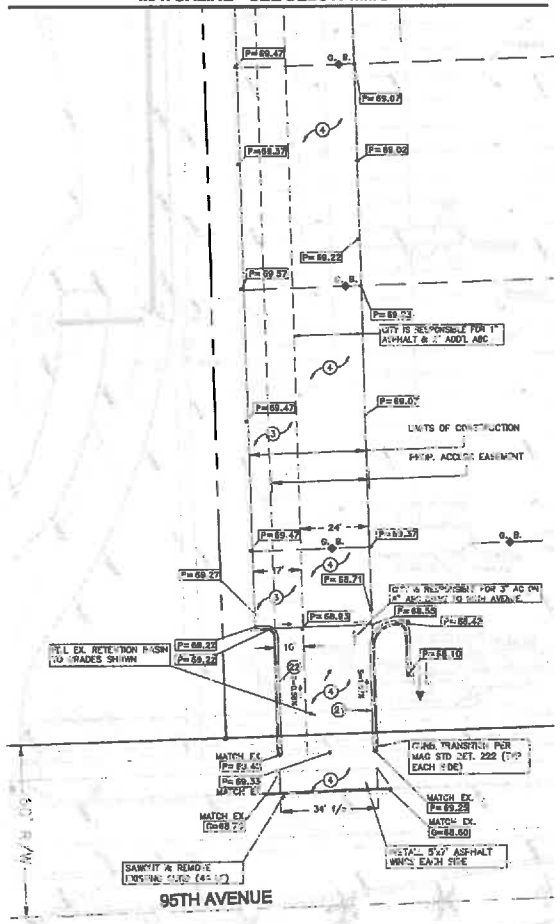
MATCHLINE - SEE ABOVE MIDDLE

MATCHLINE - SEE BELOW LEFT



MATCHLINE - SEE ABOVE RIGHT

MATCHLINE - SEE BELOW MIDDLE



GRADING & DRAINAGE CONSTRUCTION NOTES:

1. CONSTRUCT 4" THICK CONCRETE SIDEWALK ON 12" COMPACTED SUBGRADE IN ACCORDANCE WITH THE GEOTECHNICAL REPORT AND APPROVED PLANS FOR SIZING, SLOPING, AND FINISHES.
2. INSTALL 1" A.C. OVER ON 6" A.B.C. ON 12" COMPACTED SUBGRADE IN ACCORDANCE WITH GEOTECHNICAL REPORT AND APPROVED PLANS.
4. INSTALL 2" A.C. OVER ON 6" A.B.C. ON 12" COMPACTED SUBGRADE IN ACCORDANCE WITH GEOTECHNICAL REPORT AND APPROVED PLANS.
8. INSTALL DITCH BASIN PER MAG STD. DET. NO. 530, TYPE "B" (SIMILAR TO DETAIL AS SHOWN ON PLAN).
12. INSTALL HOSE BIBBS PER MAG STD. DET. 1000 AND SUPPLY AS DIRECTED BY PLANS.
15. CONSTRUCT CURB OPENING WIDTH AS SHOWN ON PLAN. SEE DETAIL 4 SHEET C2.
21. INSTALL HOSE BIBBS PER MAG STD. DET. 1000, TYPE "A" MOUNTED ON 1" CUSTOM PIPE AND DETAIL 3 ON SHEET C2.
22. INSTALL HOSE BIBBS PER MAG STD. DET. 1000, TYPE "A" MOUNTED ON 1" CUSTOM PIPE AND DETAIL 3 ON SHEET C2.
25. CONSTRUCT CURB OPENING AND HOLE PER MAG STD. DET. 530, TYPE "B" AS NOTED AS SHOWN ON PLAN. INSTALL RIP-RAP ON WHERE NOTED ON PLAN.

SCALE: 1" = 20'

CALL TWO WORKING DAYS BEFORE YOU DIG
602-263-1100
1-800-STAKE-IT

EME
Erickson & Meeks Engineering, L.L.C.
13444 N. 32nd Street
Suite 6
Phoenix, Arizona 85032
Phone: (602) 494-0311
Fax: (602) 494-9493

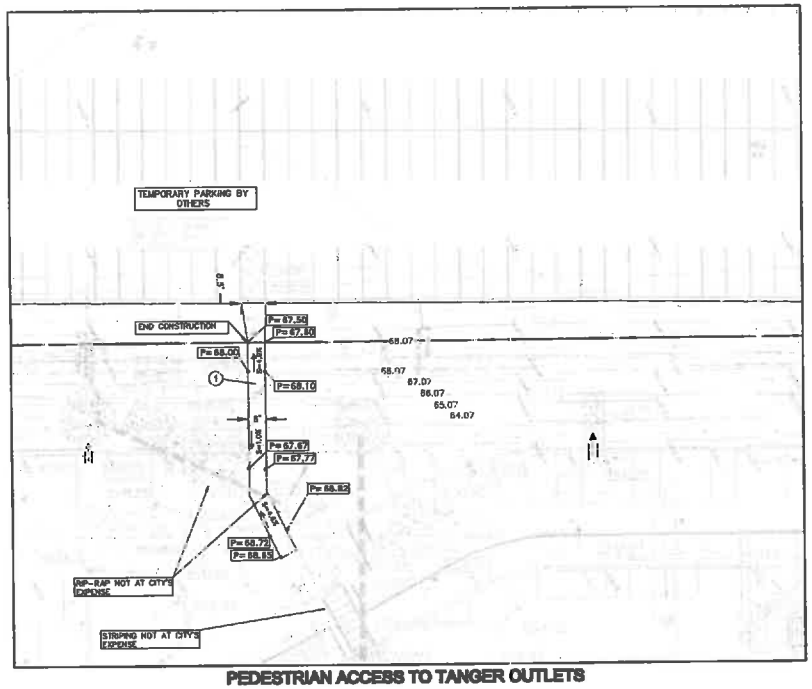
WESTGATE/TANGER ACCESS DRIVES
GLENDALE, ARIZONA
95TH AVE TO ADOT PARKING ACCESS

REVISIONS

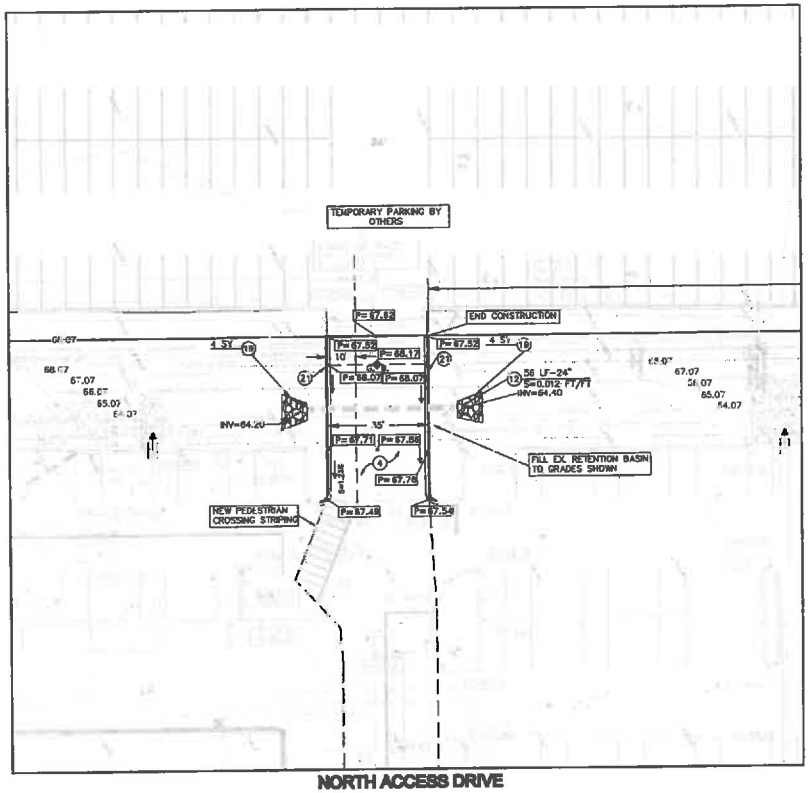
DATE: 09/21/07
JOB NO.: 211-024
DESIGN: JF
DRAWN: JE
CHECK: JE
SCALE: 1"=20'
DWG FILE: 211-24C

GD1
1 of 2

EXHIBIT D-2



PEDESTRIAN ACCESS TO TANGER OUTLETS



NORTH ACCESS DRIVE

GRADING & DRAINAGE CONSTRUCTION NOTES:

1. CONSTRUCT 4" THICK CONCRETE SIDEWALK ON 12" COMPACTED SUBGRADE IN ACCORDANCE WITH THE GEOTECHNICAL REPORT. SEE ARCHITECTURAL PLANS FOR DETAILS, SCORING, AND FINISHES.
2. INSTALL 2" A.C. C-3/4 ON 8" A.B.C. ON 12" COMPACTED SUBGRADE IN ACCORDANCE WITH GEOTECHNICAL REPORT. (AUTO DRIVES AND PARKING SPACES).
4. INSTALL 3" A.C. C-3/4 ON 8" A.B.C. ON 12" COMPACTED SUBGRADE IN ACCORDANCE WITH GEOTECHNICAL REPORT (FIRE LANES).
9. INSTALL CATCH BASIN PER MAG STD. DET. 537 TYPE "T". (SINGLE OR DOUBLE AS NOTED ON PLAN)
12. INSTALL HDPE STORM DRAIN PIPE. LENGTH, SIZE AND SLOPE AS INDICATED ON PLANS.
18. CONSTRUCT CURB OPENING WIDTH AS SHOWN ON PLANS. SEE DETAIL 4 SHEET C30.
21. INSTALL CURB GUTTER PER MAG STD. DET. 200. TYPE "A" MODIFIED FOR 1' GUTTER PAN. SEE DETAIL 6 ON SHEET C30.
22. INSTALL CURB GUTTER PER MAG STD. DET. 220. TYPE "A" MODIFIED FOR 1' GUTTER PAN AND REVERSE LIP. SEE DETAIL 6 ON SHEET 30.
26. CONSTRUCT STORM DRAIN MAN HOLE PER M.A.G. STD. DET. 520. PAN AND INVERTS AS SHOWN ON PLAN. INSTALL GRATED PAN WHERE NOTED ON PLANS.

SCALE: 1" = 20'

0 10' 20' 40' 80'

CALL TWO WORKING DAYS BEFORE YOU DIG
602-263-1100
1-800-STAKE-IT
(OUTSIDE MARICOPA COUNTY)

EME
Erickson & Meeks Engineering, L.L.C.
13444 N. 32nd Street
Suite 5
Phoenix, Arizona 85032
Phone: (602) 548-8593
Fax: (602) 569-5493

WESTGATE/TANGER ACCESS DRIVES
GLENDALE, ARIZONA
95TH AVE TO ADOT PARKING ACCESS

REVISIONS

DATE:	05/22/12
PROJ. NO:	211-023
DESIGN:	JE
DRAWN:	JG
CHECK:	JE
SCALE:	1"=20'
CAD FILE:	2123AC1

GD2

2 of 2

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Brian Friedman, Economic Development Director

SUBJECT: **GLENDALE WESTGATE LODGING INVESTORS II, LLC GROUND LEASE AGREEMENT**

Purpose

This is a request for City Council to authorize the City Manager to enter into a ground lease agreement with Glendale Westgate Lodging Investors II, LLC (GWLI) for the lease of approximately six acres of the property located directly east of the Hampton Inn & Suites Phoenix Glendale-Westgate.

Background

The city is required to provide parking spaces at Westgate City Center through its agreements with the Arizona Sports and Tourism Authority (AZSTA), the Arizona Cardinals, Coyote Center Development, LLC and Arena Development, LLC. Until full build-out of this Planned Area Development, it has always been the understanding of the parties involved that this parking will be relocated as necessary to accommodate construction while maintaining the minimum number of spaces required. With the construction of the Tanger Outlets Westgate, alternative parking spaces have been identified to meet the city's obligation for adequate parking for major events in the Sports and Entertainment District.

One of the three parcels identified for this purpose is an approximate six acre parcel owned by GWLI which is located directly east of the Hampton Inn & Suites Phoenix Glendale-Westgate. This parcel will provide an estimated 524 parking spaces. Per the ground lease agreement, GWLI agrees to lease the six acres for up to five years, with a two year minimum before GWLI can terminate the lease on the western four acres, and a one year minimum before GWLI can terminate the lease on the eastern two acres.

The city will pay to GWLI rent for the Premises at the rate equal to the full amount of the property tax assessment paid by GWLI each tax period from the effective date until the earlier of the expiration of this lease or termination of this lease by the city.

Previous Council/Staff Actions

On September 28, 2004, Council adopted a resolution authorizing the entering into of a Memorandum of Agreement with the Arizona Cardinals and the AZSTA for a multiuse stadium and related improvements.

On May 27, 2003, Council authorized the approval of the Parking License and Agreement with Covenants, Conditions and Restrictions with the AZSTA and the Arizona Cardinals. That agreement was amended on August 15, 2005.

Budget Impacts & Costs

Funds are available in the FY 2011-12 capital improvement plan. The associated cost for rent is an estimate subject to change as it is based on the rate equal to the full amount of the property tax assessment paid by GWLI each tax period. The cost of lighting will be covered by funds available in the Stadium, Fiesta Bowl, and Arena Transportation Operation accounts.

Grants	Capital Expense	One-Time Cost	Budgeted	Unbudgeted	Total
	X		X		$40,000

Account Name, Fund, Account and Line Item Number:
New Development Infrastructure, Account No. 2100-84407-550800, $40,000

Recommendation

Authorize the City Manager to enter into a ground lease agreement with Glendale Westgate Lodging Investors II, LLC for the lease of approximately six acres of property located directly east of the Hampton Inn & Suites Phoenix Glendale-Westgate.

Horatio Skeete for
Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Brian Friedman, Economic Development Director
SUBJECT:	GLENDALE WESTGATE LODGING INVESTORS II, LLC GROUND LEASE AGREEMENT

1. Agreement
2. Map

GROUND LEASE

THIS GROUND LEASE ("Lease") is made and entered into this _____ day of _____, 2012 ("**Effective Date**"), by and between the City of Glendale, an Arizona municipal corporation (the "**City**"),and Glendale Westgate Lodging Investors II, LLC, a Wisconsin limited liability company that is authorized to do business in Arizona("**GWLI**").

In consideration of the mutual covenants contained herein, GWLI and the City agree as follows:

1. Premises. GWLI hereby leases to the City and the City hereby leases from GWLI, subject to the provisions of this Lease, approximately six acres located within Westgate City Center situated in the City of Glendale, County of Maricopa, and State of Arizona, legally described on Exhibit A-1 attached hereto, and generally as depicted as Lots 12A and 12B on Exhibit A-2 attached hereto, together with all rights accruing thereto including all interest of GWLI to the center of any street adjoining said tract (all of the foregoing being referred to herein as the "**Premises**").

2. Term.

2.1 The term of this Lease is for a period of five years commencing on the Effective Date, unless earlier terminated by GWLI or the City in accordance with this Section 2.

2.2 Termination.

a. The City may terminate this Lease at any time by providing GWLI not less than 90 days' prior written notice of the intent to terminate this Lease.

b. GWLI may terminate this Lease on a date that is after March 1 of any calendar year during the term of this Lease, provided notice is given not later than December 1 of the previous year.

c. Notwithstanding Sec. 2.2(b), GWLI may not terminate this Lease with respect to that portion of the Premises designed as Lot 12B on Exhibit A-2 until after March 1, 2013 (with notice being due by December 1, 2012); and GWLI may not terminate this Lease with respect to that portion of the Premises designed as Lot 12A on Exhibit A-2 until after March 1, 2014 (with notice being due by December 1, 2013).

3. Rent.

3.1 The City will pay to GWLI rent for the Premises at the rate equal to the full amount of the property taxes paid or payable by GWLI from the Effective Date until the earlier of the expiration of this Lease or termination of this Lease pursuant to Section 2 ("Rent"). Rent for any partial periods during the Term shall be pro-rated accordingly. Rent will be calculated and paid based on property taxes payable in the then-current period, notwithstanding that the assessed value to which such taxes relate, and thus the assessments, relate to a previous period.

a. On the Effective Date, monthly Rent will be calculated using the six-month property tax amount of $19,105.57 for the Premises that was delinquent after May 1, 2012, divided by six ("Assumed Rent").

b. Rent is payable on the Effective Date, and monthly thereafter on or before the first day of each calendar month during the Term.

c. After GWLI receives a property tax bill related to the Premises, it will submit to the City copies of such tax bills, and GWLI's new calculation of Rent. Any adjustment to Rent based on such tax bills will be made effective with the delinquency date noted for such tax installment.

3.2 In addition to the Rent, the City will pay to GWLI the sum of $3,000 per day for each daily use of the Premises that exceeds 15 days per year.

4. Use of Premises.

4.1 The City will use the Premises only for parking for events held at the Jobing.com Arena or the University of Phoenix Stadium, and only for a maximum of 15 days per year unless GWLI otherwise consents in writing (the "Permitted Use").

4.2 The City will provide to GWLI for its review and approval (which approval may not be unreasonably withheld or delayed) a traffic flow and control plan for each season of events for which the Premises will be used (a "Season Plan"), which Season Plan will assure convenient access at no charge to guests of the Hampton Inn &Suites hotel located on the adjoining parcel and owned by an affiliate of GWLI (the "Adjacent Hotel").

a. The City will provide its proposed Season Plan to GWLI for GWLI's approval at least 30 days prior to the earlier of (a) the City's first planned use of the Premises for the Permitted Use for such season, or (b) the date on which such Season Plan will be disclosed to patrons who expect to use the Premises for the Permitted Use.

b. With respect to any proposed use of the Premises for which the Season Plan approved by GWLI will not apply, the City will provide to GWLI for its review and approval (which approval may not be unreasonably withheld or delayed) a traffic flow and control plan for each such event as soon as reasonably possible prior to such event, to allow GWLI a reasonable time to review and approve such plan to assure convenient access at no charge to guests of the Adjacent Hotel.

4.3 Only with the prior written consent of GWLI (and Ground Landlord and Lender, as those terms are defined below, if so required) in each instance, the City may use the Premises for any other lawful purpose subject to the terms hereof.

4.4 The City has no obligation to make improvements to the Premises (except as set forth in Section 6), nor will the City have any obligation to do business at the Premises, and once the City has concluded doing business at the Premises, the City will have no obligation to continue doing so.

4.5 The City acknowledges that the Premises are subject to various recorded covenants and restrictions, including without limitation the following: (a) Deed of Trust Assignment of Rents, Security Agreement, and Fixture Filing dated December 20, 2006 and recorded in the Office of the County Recorder of Maricopa County, Arizona as Document Number 2006-1668969, as the same may have been subsequently amended(the "Mortgage") in favor of BMO Harris Bank N.A., successor by merger to M&I Marshall & Ilsley Bank ("Lender"); (b) Restated Lease dated March 1, 2007, as subsequently amended (the "Ground Lease") between GWLI and Silver Lake Village LLC ("Ground Landlord"), the successor of the merger of Silver Lake Village LLC, PAW Development LLC, and D. Lee Properties, LLC, disclosed by that certain Restated Memorandum of Lease, Tenant in Common Agreement and Call Agreement dated January 1, 2009 and recorded in the Office of the County Recorder of Maricopa County, Arizona as Document Number 2009-0018811; and (c) all recorded easements, instruments, covenants, and restrictions affecting the Premises (the "CCRs"). The City hereby agrees to comply with all federal, state, county, municipal and other governmental statutes, ordinances, laws and regulations affecting the Premises and improvements thereon or any activity or condition on or in the Premises, and with the terms and conditions of the CCRs, in connection with its use of the Premises and the construction of any improvements pursuant to Section 6.

4.6 The City agrees to indemnify and hold Landlord harmless from and against all losses, damages, claims, costs, expenses (including reasonable attorneys' fees) or liabilities that

Landlord may incur by reason of the City's construction or operation of the improvements and the City's failure to comply with the provisions of the CCRs or any other recorded instrument affecting the Premises.

4.7 GWLI reserves the right to enter upon the Premises at any time during business hours to inspect the same, and the City agrees to allow GWLI free access of the Premises for the purpose of examining or exhibiting the same at all reasonable times.

5. Taxes and Utility Expenses.

5.1 Commencing on the Effective Date, and continuing throughout the term of this Lease, the City will pay any water or sewer rents or charges imposed with respect to the Premises or any improvements thereon and the City will pay all charges for sewer, water, and electricity or other services furnished to the Premises or the occupants thereof.

a. GWLI makes no representations regarding the availability of utilities at the Premises.

b. It shall be the City's responsibility to arrange for and connect the Premises to any utilities and/or other services that the City may wish to have serve the Premises.

5.2 Throughout the term of this Lease, GWLI will remain responsible for timely payment of real estate taxes and special assessments, if any, that are assessed against the Premises.

5.3 Any refunds or rebates of amounts paid hereunder will belong to the party obligated to pay the amounts due and the other party will aid the receiving party in obtaining any such refund or rebate.

6. Improvements.

6.1 Consistent with the Permitted Use, as defined herein, the City may, at its own cost, improve the Premises, but only to accommodate the Permitted Use, which improvements may include parking lots, curbs, parking lot marking, lighting, and landscaping, and the City at its sole cost will maintain the Premises and all improvements.

6.2 Prior to commencing any such improvements on the Premises, the City will submit a complete set of designs for the same to GWLI.

a. GWLI will have the right to review and provide comments to the City regarding such designs for a period of 30 days after receipt of the complete set of designs.

b. No such improvements may be made without GWLI's prior written approval, to the extent that any such improvements may have an impact on the Adjacent Hotel property or the business operations thereon.

6.3 Any construction by the City shall be performed by a general contractor licensed with and in good standing in the State of Arizona.

a. All improvements shall be constructed in full compliance with any and all laws, ordinances, rules, regulations and restrictive covenants which may govern the Premises or such construction, including without limitation the CCRs.

b. Once it commences construction, the City will diligently and expeditiously pursue and complete such construction on the Premises, without unreasonably disturbing the Adjacent Hotel property or the business operations thereon, and without unreasonably interfering with access to the Adjacent Hotel from adjacent public roads.

6.4 The City will do all things necessary to prevent the filing of any mechanics' or other liens against the Premises, the City's leasehold interest, or the interest of GWLI, Landlord, or any

of its mortgagees covering the Premises by reason of any work, labor, services or materials performed or supplied or claimed to have been performed or supplied to the City or anyone holding the Premises, or any part thereof, through or under the City.

a. The City will promptly discharge any lien filed against the Premises by reason of any act or omission of or on behalf of the City.

b. GWLI consents, without waiving its right, to the City having the full rights to contest any lien filed against the Premises, provided that the City, at its sole cost, furnishes such security, by surety bond or otherwise as is prescribed by law, to release the same as a lien against the Premises, or to post a letter of credit with GWLI to be used to prevent any foreclosure of such lien during the pendency of such contest or to post such other collateral as GWLI shall reasonably require, or that is required by the Mortgage or Ground Lease as a condition to contesting such lien.

6.5 The City will, at its own cost and expense, keep, maintain and repair the Premises, including all improvements of every kind which may be constructed thereon and all appurtenances thereto, in good working order, condition and repair during the Term, and will repair, restore and replace any such improvements which may become inoperable or be destroyed or damaged by fire, casualty, or any other cause (except as otherwise provided in Section 6.6).

a. The City will, at its own expense, keep the Premises in sanitary, clean and neat order and keep the sidewalks and parking area free of trash.

b. If the City shall fail, refuse or neglect to make repairs in accordance with the terms and provisions of this Lease or if GWLI is required to make any repairs by reason of any act, omission to act or negligence of the City, or its assignees, invitees, subtenants, concessionaires or licensees, or their respective employees, agents or contractors, GWLI shall have the right, at its option, after GWLI shall have given to the City a ten-day notice (except in case of an emergency), to make such repairs on behalf of and for the account of the City and to enter upon the Premises for such purposes, and add the cost and expenses thereof, to and for the next installments of the Rent due and the City agrees to pay such amount, but nothing contained in this Section shall be deemed to impose any duty upon GWLI or affect in any manner the obligations assumed by the City hereunder.

6.6 In addition to the maintenance obligations set forth in Section 6.5 with respect to the Premises, the City will be responsible for a pro-rata portion of the expenses incurred by GWLI or the owner of the Adjacent Hotel during the term of this Lease to maintain the access points and drive aisles shown cross-hatched on Exhibit A-2. The City's pro-rata portion will be calculated by dividing: (a) the product of the number of parking spaces on the Premises (which is expected to be 524) and the number of days the City uses the Premises annually (which is expected to be 15); by (b) the sum of (a) and 59,495 (which is the number of parking spaces at the Adjacent Hotel, or 163, multiplied by 365 days of use annually). The City agrees to pay such amounts within thirty (30) days of receipt of an invoice, with such additional documentation as the City reasonably requests, for such maintenance work.

6.7 Should the City's improvements be damaged in any amount exceeding $50,000 by fire, the elements or other casualty during the term of this Lease, the City has no obligation to restore any improvements after the casualty but in such event must remove all of such damaged improvements from the Premises and restore the Premises to as nearly as practicable its condition on the Effective Date, and may at its option terminate this Lease by written notice to GWLI within 30 days after said casualty effective on the date specified in such notice

(provided that removal of such damages improvements from the Premises and restoration of the Premises is a condition precedent to any such termination).

7. Assignment and Subletting.

7.1 The City may not assign or sublease this Lease or any part of the Premises without the prior written consent of GWLI (and Ground Landlord and Lender, if so required), except as set forth in Section 7.3.

7.2 If the City shall be declared bankrupt, or shall have a receiver over its property, or shall make an assignment for the benefit of its creditors, or its rights hereunder shall be taken under execution, then the City shall be deemed to have made an assignment of this Lease without obtaining GWLI's consent.

7.3 GWLI acknowledges that the Premises will be provided for use by third parties for parking; specifically, for parking of events in the Jobing.com Arena and University of Phoenix Stadium.

8. Indemnity and Insurance.

8.1 The City, at its sole cost, will provide and keep in force during the Term general liability insurance, or comparable self-insurance retention, with respect to the Premises, naming GWLI, Ground Landlord and Lender as additional insureds, in the amounts of $1,000,000 in respect to injuries to any one person, $3,000,000 in respect to any one accident, and at least a $10,000,000 umbrella policy; $200,000 in respect to property damage; and to deliver certificates of such insurance to GWLI.

8.2 In addition, the City, at its sole cost, will provide and keep in force during the Term insurance (or comparable self-insurance retention) covering all improvements that are hereafter a part of the Premises insured against loss or damage by fire, wind, storm, malicious mischief and extended coverage hazards in an amount equal to at least 100% of the full replacement value thereof.

8.3 GWLI shall not be liable for any loss, injury, death or damage to persons or property which at any time may be suffered or sustained by the City or by any person whosoever may at any time be using or occupying or visiting the Premises or be in, on, or about the same whether such loss, injury, death, or damage shall be caused by or in any way result from or arise out of any act, omission, or negligence of the City or of any occupant, subtenant, visitor, invitee, contractor, subcontractor or user of any portion of the Premises, or shall result from or be caused by any other matter or thing whether of the same kind as or of a different kind than the matters or things above set forth, and the City will indemnify, hold harmless and defend (with legal counsel reasonably acceptable to GWLI) GWLI and its members, managers, agents, employees, successors and assigns (the "GWLI Parties") from liability from any and all claims, liabilities, expenses and reasonable attorneys' fees and court costs which may be claimed or asserted against the GWLI Parties arising out of breach or default by the City under this Lease, the condition of the Premises during the Term, or the use of the Premises, or any portion thereof, by the City or its successors, assigns, licensees, invitees, employees, consultants, agents and/or members of the general public, including, but without limitation, claims for property damage and bodily injury and any mechanics' or materialmen's liens or claims of lien which may be asserted against the GWLI Parties. The foregoing sentence shall not apply to loss, injury, death or damage arising by reason of GWLI's breach of its covenants contained in this Lease or, the negligence, or intentional misconduct of GWLI or its agents or employees.

8.4 The coverage amounts set forth above may be met by a combination of self-insurance retention and underlying and umbrella policies so long as in combination the limits equal or exceed those stated.

8.5 In the event the City elects to self-insure as permitted herein, the City will be responsible for any claims (including the defense thereof) and losses that would have been covered by the insurance policies hereinabove required to be carried by the City, as though such policies had been issued with the types and amounts of coverages herein required.

9. Utility Easements and Roads. The City may grant reasonable easements to utility providers as may be required to service the improvements on the Premises, but only if the term of such easements do not extend beyond the Term, and GWLI will execute any documents necessary to evidence the same.

10. Quiet Enjoyment and Permitted Uses. GWLI covenants and warrants that for so long as the City fulfills the conditions and covenants required of the City under this Lease, the City will have and peaceably enjoy the sole possession of the Premises during the Term, subject to the Mortgage, the Ground Lease, and the CCRs, free from interference from GWLI or any person claiming by or through GWLI.

11. Defaults.

11.1 A party shall be deemed to be in default of this Lease if (a) default shall be made in the payment of Rent or any other charge due hereunder, and such default remains uncured for a period of ten days after the non-defaulting party provides to the defaulting party written notice of delinquency, or (b) default shall occur in the due performance or observance of any other covenant, condition or provision of this Lease on the part of the defaulting party to be performed, kept or observed, and such default remains uncured for a period of 30 days after the non-defaulting party provides to the defaulting party written notice specifying such default, provided that if the default by its nature cannot reasonably be cured within 30 days, then such period will be extended for so long as the defaulting party is proceeding diligently to cure such default as soon as reasonably possible under the circumstances.

11.2 Notwithstanding the foregoing, GWLI shall not be required to send out more than two (2) default notices for late payment of Rent or any other charges during the Term and, therefore, after the second such notice, the City's failure to pay Rent or any other charges due hereunder shall be an immediate event of default if not paid within ten days of its due date (without requirement of notice of such default from GWLI).

11.3 In the event of a default by the City under this Lease, beyond any cure period set forth in Section 11.1, GWLI may re-enter the Premises and exercise any right or remedy provided by law or this Lease.

11.4 Without limitation of the foregoing, GWLI has no right to cause any rental obligation hereunder to be accelerated, and GWLI waives the benefit of any statutory or common law which may provide any such right.

11.5 The parties waive any claims to punitive, indirect or consequential damages.

11.6 The parties must use reasonable efforts to mitigate damages resulting from the other party's default hereunder.

11.7 In the event of any default hereunder by the City, GWLI may immediately or at any time thereafter, after having given the City the requisite notice to cure the same and the time for such correction having elapsed, cure such default for the account and at the expense of the City.

a. If GWLI at any time, by reason of such default, is compelled to pay, or elects to pay, any sum of money, or incur any expense, including reasonable attorneys' fees, in instituting or prosecuting any action or proceeding to enforce GWLI's rights hereunder, the sum or sums so paid or incurred by GWLI shall be deemed to be

additional rent hereunder and shall be due from the City to GWLI on the first day of the month following the payment of such respective sums.

b. Any amounts payable by the City hereunder shall bear interest equal to the rate of 12% *per annum.*

c. This option given to GWLI is intended for GWLI's protection and its existence will not release the City from the obligation to perform the terms and covenants herein provided or deprive GWLI of any legal rights which it may have by reason of the City's default.

11.8 In addition to any and all costs to become payable by the City under Section 11.6 above, the City agrees that any Rent that is outstanding past the due date shall bear interest equal to the rate of 12% *per annum* from the date that the balance was first due.

11.9 GWLI's waiver of, or failure to collect any amounts due pursuant to this section shall not preclude GWLI from future collection of such charges.

11.10 Nothing in this clause shall be construed to grant the City the option to pay Rent after the due date, and all default remedies shall be available to GWLI in addition to and during the collection of the amounts set forth in this section.

12. GWLI Representations. GWLI represents and warrants that:

12.1 GWLI has a leasehold interest in the Premises that, with the consent of Ground Landlord, allows for a sublease of the Premises to the City, that all the necessary approval required under the Ground Lease have been secured, and that, in accordance with the Ground Lease and any other agreements that are or may be affected by this Agreement, GWLI has the power and authority to execute and deliver this Lease and to comply with all the provisions hereof.

12.2 The Premises has vehicular access to the following public streets: Maryland Avenue and 95th Avenue.

12.3 GWLI has received no notice of, nor is GWLI aware of, any pending, threatened or contemplated action by any governmental authority or agency having the power of eminent domain, which might result in all or any part of the Premises being taken by condemnation or conveyed in lieu thereof, except any such action by or on behalf of the City, as to which the City is deemed to be aware.

12.4 There is no action, suit, or proceeding pending or, to GWLI's knowledge, threatened by or against or affecting GWLI or the Premises that does or will involve or affect the Premises or title thereto or GWLI's ability to perform its obligations under this Lease or any documents entered into pursuant to this Lease, except any such action by or on behalf of the City, as to which the City is deemed to be aware.

12.5 To GWLI's knowledge, no assessments have been made against any portion of the Premises which are unpaid (except ad valorem taxes for the current year or any assessments issued by or on behalf of the City, as to which the City is deemed to be aware), whether or not they have become liens; and GWLI will notify the City of any such assessments that are brought to GWLI's attention after the execution of this Lease (except any such assessments issued by or on behalf of the City, as to which the City will be deemed to be aware).

12.6 To GWLI's knowledge: there is no dispute involving or concerning the location of the lines and corners of the Premises; there are no encroachments on the Premises, no gaps or gores exist within the Premises and no portion of the Premises is located within any "Special Flood Hazard Area" designated by the United States Department of Housing and Urban Development, Federal Emergency Management Agency, or in any area similarly designated

by any agency or other governmental authority; and no portion of the Premises is located within a watershed area imposing restrictions upon use of the Premises or any part thereof.

12.7 To GWLI's knowledge, there are no violations of state or federal law, municipal or county ordinances, or other legal requirements with respect to the Premises except as set forth in the CC&Rs or any other documents recorded in the public records.

12.8 No prior options or rights of first refusal have been granted by GWLI to any third party to purchase or lease any interest in the Premises, or any part thereof, which are effective as of the Effective Date and that could be exercised during the Term.

12.9 Subject to any recent construction work performed on the Premises for the benefit of the City, GWLI is not indebted to any contractor, laborer, mechanic, materialmen, architect or engineer for work, labor or services performed or rendered, or for materials supplied or furnished, in connection with the Premises for which any person could claim a lien against the Premises and has not done any work on the Premises within 180 days prior to the Effective Date.

12.10 Additionally, GWLI represents and warrants to the City that:

a. To GWLI's knowledge, the Premises and the activities conducted thereon prior to the Effective Date do not pose any significant hazard to human health, the environment or violate any Environmental Laws. There is no evidence of a Release of any Hazardous Materials at the Premises.

b. To GWLI's knowledge, there has been no treatment, storage or Release of any Hazardous Materials on land adjacent or near to the Premises which may constitute a risk of contamination of the Premises or surface water or, ground water flowing to the Premises.

c. To GWLI's knowledge, no inspection, audit, inquiry or other investigation has been or is being conducted by any Governmental Authority or other third person with respect to the presence or discharge of Hazardous Materials at the Premises or the quality of the air, or surface or subsurface conditions at the Premises except for a Phase I environmental site assessments performed on behalf of GWLI's affiliate, a copy of which will be provided to the City promptly upon request.

(1) GWLI has not received notice that any such inspection, audit, inquiry or investigation is pending or proposed.

(2) Neither GWLI, nor to GWLI's knowledge, any previous owner of the Premises has received any warning, notice, notice of violation, administrative complaint, judicial complaint or other formal or informal notice or request for information alleging that Hazardous Materials have been stored or Released at the Premises or that conditions at the Premises are in violation of any Environmental Laws or requesting information regarding the use, storage, release or potential Release of any Hazardous Materials at the Premises.

d. For purposes of this Lease:

(1) "Environmental Laws" will mean any federal, state or local statute, regulation or ordinance or any judicial or administrative decree or decision, whether now existing or hereinafter enacted, promulgated or issued, with respect to any Hazardous Materials, drinking water, groundwater, wetlands, landfills, open dumps, storage tanks, underground storage tanks, solid waste, waste water, storm water runoff, waste emissions or wells. Without limiting the generality of the foregoing, the term will encompass each of the

following statutes, and regulations, orders, decrees, permits, licenses and deed restrictions now or hereafter promulgated thereunder, and amendments and successors to such statutes and regulations as may be enacted and promulgated from time to time: (i) the Comprehensive Environmental Response, Compensation and Liability Act (codified in scattered sections of 26 U.S.C., 33 U.S.C., 42 U.S.C. and 42 U.S.C. Section 9601 et seq.) ("CERCLA"); (ii) the Resource Conservation and Recovery Act (42 U.S.C. Section 6901 et seq.) ("RCRA"); (iii) the Hazardous Materials Transportation Act (49 U.S.C. Section 1801 et seq.); (iv) the Toxic Substances Control Act (15 U.S.C. Section 2061 et seq.); (v) the Clean Water Act (33 U.S.C. Section 1251 et seq.); (vi) the Clean Air Act (42 U.S.C. Section 7401 et seq.); (vii) the Safe Drinking Water Act (21 U.S.C. Section 349, 42 U.S.C. Section 201 and Section 300f et seq.); (viii) the National Environmental Policy Act (42 U.S.C. Section 4321 et seq.); (ix) the Superfund Amendments and Reauthorization Act of 1986 (codified in scattered sections of 10 U.S.C., 29 U.S.C., 33 U.S.C. and 42 U.S.C.); (x) Title III of the Superfund Amendment and Reauthorization Act (40 U.S.C. Section 1101 et seq.); (xi) the Uranium Mill Tailings Radiation Control Act (42 U.S.C. Section 7901 et seq.); (xii) the Occupational Safety and Health Act (29 U.S.C. Section 655 et seq.); (xiii) the Federal Insecticide, Fungicide and Rodenticide Act (7 U.S.C. Section 136 et seq.); (xiv) the Noise Control Act (42 U.S.C. Section 4901 et seq.); and (xv) the Emergency Planning and Community Right to Know Act (42 U.S.C. Section 1100 et seq.).

(2) "Hazardous Materials" means each and every element, compound, chemical mixture, contaminant, pollutant, material, waste or other substance which is defined, determined or identified as hazardous or toxic under any Environmental Law.

(3) "Hazardous Substance(s)" as defined in CERCLA, the Superfund Amendments and Reauthorization Act of 1986, or Title III of the Superfund Amendment and Reauthorization Act, each as amended, and regulations promulgated thereunder including, but not limited to, asbestos or any substance containing asbestos, polychlorinated biphenyls, any explosives, radioactive materials, chemicals known or suspected to cause cancer or reproductive toxicity, pollutants, effluents, contaminants, emissions, infectious wastes, any petroleum or petroleum-derived waste or product or related materials and any items defined as hazardous, special or toxic materials, substances or waste;

(4) "Hazardous Waste" as defined in the Resource Conservation and Recovery Act of 1976, as amended, and regulations promulgated thereunder;

(5) "Materials" as defined as "Hazardous Materials" in the Hazardous Materials Transportation Act, as amended, and regulations promulgated thereunder; and

(6) "Chemical Substance or Mixture" as defined in the Toxic Substances Control Act, as amended, and regulations promulgated thereunder.

(7) "Governmental Authorities" means the United States, the State of Arizona and any political subdivision thereof, and any and all agencies, departments, commissions, boards, bureaus, bodies, councils, offices, authorities, or instrumentality of any of them, of any nature whatsoever for any

governmental unit (federal, state, county, district, municipal, city or otherwise) whether now or hereafter in existence.

(8) "Release" will mean any spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, storing, escaping, leaching, dumping, discarding, burying, abandoning, or disposing into the environment.

12.11 GWLI will defend, indemnify and otherwise hold the City harmless from any and all claims of any person due to, arising out of or relating to GWLI's breach of its representations made in this Lease and GWLI will, promptly upon receiving any such notice or learning of any such contemplated or threatened action, give the City notice thereof.

13. City Representations and Covenants. The City represents and warrants to and covenants with GWLI as follows:

13.1 The City has the power and authority to execute and deliver this Lease and to comply with all the provisions hereof.

13.2 The activities conducted on the Premises during the Term will not pose any significant hazard to human health, the environment or violate any Environmental Laws.

a. There will be no treatment, storage or Release of any Hazardous Materials on the Premises.

b. The City will promptly provide to GWLI any notice that it receives with respect to, or if it otherwise becomes aware of: (a) any inspection, audit, inquiry or other investigation proposed or planned to be conducted by any Governmental Authority or other third person with respect to the presence or discharge of Hazardous Materials at the Premises or the quality of the air, or surface or subsurface conditions at the Premises; or (b) any warning, notice, notice of violation, administrative complaint, judicial complaint or other formal or informal notice or request for information alleging that Hazardous Materials have been stored or Released at the Premises or that conditions at the Premises are in violation of any Environmental Laws or requesting information regarding the use, storage, release or potential Release of any Hazardous Materials at the Premises.

13.3 The City will promptly consent to any replat, minor land division, or similar subdivision of the Premises submitted by or on behalf of GWLI during the Term into two (2) or more lots, subject only to such conditions as are generally imposed by the City in connection with such subdivisions, and the City will waive any processing, application or approval fees that otherwise would have been charged by the City or any agency thereof with respect to any such subdivision.

13.4 At the expiration of the Term, the City will surrender the Premises in substantially the same condition as at the commencement of the Term, reasonable wear and tear excepted. Without limiting the generality of the foregoing, the City agrees that it will, at its expense upon expiration or other termination of this Lease, remove all improvements constructed by the City on the Premises, unless GWLI otherwise agrees that any of such improvements may be left on the Premises. All such alterations, additions and improvements that were constructed by or on behalf of the City on the Premises and, with the consent of GWLI, not removed shall, upon the expiration of the Term, become the property of GWLI.

13.5 The City will not encumber its leasehold interest in the Premises.

13.6 The City accepts the Premises "as is." The City acknowledges that it is fully aware of, and familiar with, the condition of the Premises, and acknowledges that it has received no representations, warranties, promises, statements or covenants from GWLI regarding the

condition or suitability of the Premises, except as otherwise explicitly set forth in Section 12 of this Lease.

14. Miscellaneous.

14.1 Any and all notices, demands or requests required or permitted hereunder must be in writing and will be effective: (a) upon personal delivery, (b)four business days after being deposited in the U. S. Mail, registered or certified, return receipt requested, postage prepaid, (c) one business day after being deposited with any commercial air courier or express service, or (d) when sent to GWLI by facsimile (with confirmation of good transmission) or via email (in the case of facsimile or email, with follow-up delivery by any other method proscribed above); in each case addressed as follows:

If to the City:

City Manager
City of Glendale
5850 West Glendale Avenue
Glendale, Arizona 85301

If to the GWLI:

Jeff Lenz
Glendale Westgate Lodging Investors II, LLC
1600 Aspen Commons, Suite 200
Middleton, Wisconsin 53562
Facsimile: (608) 836-6399
Email: jlenz@ncghotels.com

With a copy to:

City Attorney
City of Glendale
5850 West Glendale Avenue
Glendale, Arizona 85301

With a copy to:

General Counsel
The North Central Group
1600 Aspen Commons, Suite 200
Middleton, Wisconsin 53562
Facsimile: (608) 836-6399
Email: cgillman@ncghotels.com

14.2 Either party will, without charge and within 30 days after any reasonable written request of the other, certify in writing to any person specified in such request, as to the existence, amendment, validity of this Lease, the existence (to the best of its knowledge) of any default or counterclaim hereunder and any other matter reasonably requested, and any such certificate may be relied upon by any party requesting it.

14.3 This Lease is governed by the laws of the State of Arizona and the venue of any dispute will be Maricopa County, Arizona.

14.4 The invalidity of any portion of this Lease will not affect any other portion hereof.

14.5 The parties will execute a Memorandum of Lease in the form set forth as Exhibit B, attached hereto, setting forth the parties, term extension options, rights of first refusal and other provisions requested by the City, GWLI, Ground Landlord, or Lender.

14.6 This Lease may be executed in multiple counterparts each of which will be deemed an original.

14.7 This Lease contains the entire agreement among the parties hereto, supersedes all prior agreements and may be modified only in writing.

14.8 Unless otherwise expressly provided herein, the provisions of this Lease will bind and inure to the benefit of GWLI and the City and their respective successors and assigns.

14.9 Any commissions, brokerage fees, or any other similar fees arising as a result of, or because of the consummation of this Lease will be its sole responsibility of the party contracting with

the agent, broker, or any other entity making any claim under that contract, and the party so contracting agrees to indemnify, defend, and hold the other harmless from any such claim.

14.10 Condemnation.

a. Total Condemnation. In the event that the entire Premises, or such part of the Premises (including entrances, exits and parking area) as will render the remainder unsuitable for the City's use shall be appropriated or taken under the power of eminent domain by any public or quasi-public authority, this Lease shall terminate and expire as of the date of taking.

b. Partial Condemnation. In the event of partial condemnation, not rendering the remainder of the Premises unsuitable for the City's use, this Lease shall remain in full force and effect, with the exception that the base rent shall be reduced to reflect the property tax assessment on the remainder of the Premises.

c. Condemnation Award. In the event of any condemnation, whether or not the term of this Lease shall cease and terminate, the entire award shall be the property of GWLI; provided, however, the City shall be entitled to any award as may be made by the taking authority for any improvements constructed on the Premises together with other costs of the City's relocation.

[*Remainder of this page intentionally left blank. Signatures appear on the following pages.*]

IN WITNESS WHEREOF, the parties hereto have caused this Lease to be executed by their duly authorized officers as of the day and year set forth below their respective signatures.

The City:

City of Glendale, an Arizona municipal corporation

By: _____
Name: _____
Title: _____

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

GWLI:

Glendale Westgate Lodging Investors II, LLC,
a Wisconsin limited liability company

By: _____
Name: Jeffrey S. Lenz
Title: Sole Member of JSL Investments, LLC,
a Managing Member

State of WISCONSIN)
) ss.
County of DANE)

The foregoing instrument was acknowledged before me this _____ day of _____, 2012, by Jeffrey S. Lenz, the sole Member of JSL Investments, LLC, a Managing Member of Glendale Westgate Lodging Investors II, LLC, a Wisconsin limited liability company, on behalf of the company.

_____
Notary Public

My Commission Expires:
_____

Consent of the Property Owner of Record

The undersigned (the successor of the merger of Silver Lake Village LLC, PAW Development LLC, and D. Lee Properties, LLC), the Ground Landlord, acknowledges, consents to and approves the foregoing sublease between Glendale Westgate Lodging Investors II, LLC and the City of Glendale, and the provisions thereof, including without limitation any provisions permitting improvements to the Premises and a further subdivision of the Premises:

SILVER LAKE VILLAGE LLC

By: _____
Name: _____
Title: _____

State of WISCONSIN)
) ss.
County of DANE)

The foregoing instrument was acknowledged before me this _____ day of _____, 2012, by _____, its _____ of Silver Lake Village, LLC, a Wisconsin limited liability company, on behalf of the company.

_____
Notary Public

My Commission Expires:
_____

Consent of Lender of Record

The undersigned, the Lender and holder of the Mortgage identified herein, acknowledges, consents to and approves the foregoing sublease between Glendale Westgate Lodging Investors II, LLC and the City of Glendale, and the provisions thereof:

BMO HARRIS BANK N.A.

By: _____
Name: _____
Title: _____

State of WISCONSIN)
) ss.
County of DANE)

The foregoing instrument was acknowledged before me this _____ day of _____, 2012, by _____, its _____ of BMO Harris Bank N.A. on behalf of the company.

_____
Notary Public

My Commission Expires:
_____

EXHIBIT A-1

Legal Description of Premises

Lot 12F-4 of Minor Land Division, Lot Split for Silver Lake Village LLC, PAW Development LLC and D. Lee Properties, LLC, according to the Map of Record in the Office of the County Recorder of Maricopa County, Arizona, Recorded as Book 961 of Maps, Page 44, Official Records.

EXHIBIT A-2

Depiction of Premises

Total Number of Stalls -- 524

EXHIBIT B

Form of Memorandum of Lease

MEMORANDUM OF LEASE

THIS MEMORANDUM OF LEASE ("Memorandum") is entered into as of the ___ day of _____, 2012, by and between the City of Glendale, an Arizona municipal corporation (the "City"), and Glendale Westgate Lodging Investors II, LLC,a Wisconsin limited liability company that is authorized to do business in Arizona ("GWLI").

Recitals

A. The City and GWLI have executed that certain Lease Agreement dated _____, 2012, (the "Lease"), pursuant to which the City has leased from GWLI certain property located at Westgate City Center, legally described on Exhibit "A-1" attached hereto (the **"Premises"**).

B. The City and GWLI have agreed to execute this Memorandum of Lease to give notice of the existence of the Lease.

In consideration of the mutual covenants contained herein, GWLI and the City agree as follows:

Agreement

1. **Lease Term.** The term of this Lease is for a period of up to five years commencing on _____ (the Effective Date as defined in the Lease)unless earlier terminated by GWLI or the City in accordance with the provisions of the Lease.

2. **Use of the Premises.** The City will use the Premises for parking at the Jobing.com Arena and the University of Phoenix Stadium for a limited number of days each calendar year (the "Permitted Use") and for any other lawful purpose that is consistent with the terms of the Lease.

2. **Successors and Assigns.** The terms and conditions herein contained shall inure to the benefit of and bind the parties hereto and their respective successors and permitted assigns. Nothing herein contained, whether express or implied, is intended to give or shall be constructed as giving anyone other than the parties hereto and their successors or permitted assigns any rights hereunder.

3. **Governing Law.** The Ground Lease and this Memorandum shall be construed and enforced in accordance with the laws of the State of Arizona.

4. **Amendments; Counterparts.** All amendments and supplements to this Memorandum must be in writing and executed by each party hereto, provided, however, such execution may be in counterparts and shall be deemed to be one original.

5. **Inconsistencies.** Should there be any inconsistency between the terms of this instrument and the terms of the Lease, the terms of the Lease shall govern and prevail.

[*Signatures appear on the following pages.*]

IN WITNESS WHEREOF, the undersigned have executed this Memorandum of Lease as of the date first above set forth.

The City:

City of Glendale, an Arizona municipal corporation

By: _____
Name: _____
Title: _____

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

GWLI:

Glendale Westgate Lodging Investors II, LLC,
a Wisconsin limited liability company

By: _____
Name: Jeffrey S. Lenz
Title: Sole Member of JSL Investments, LLC,
a Managing Member

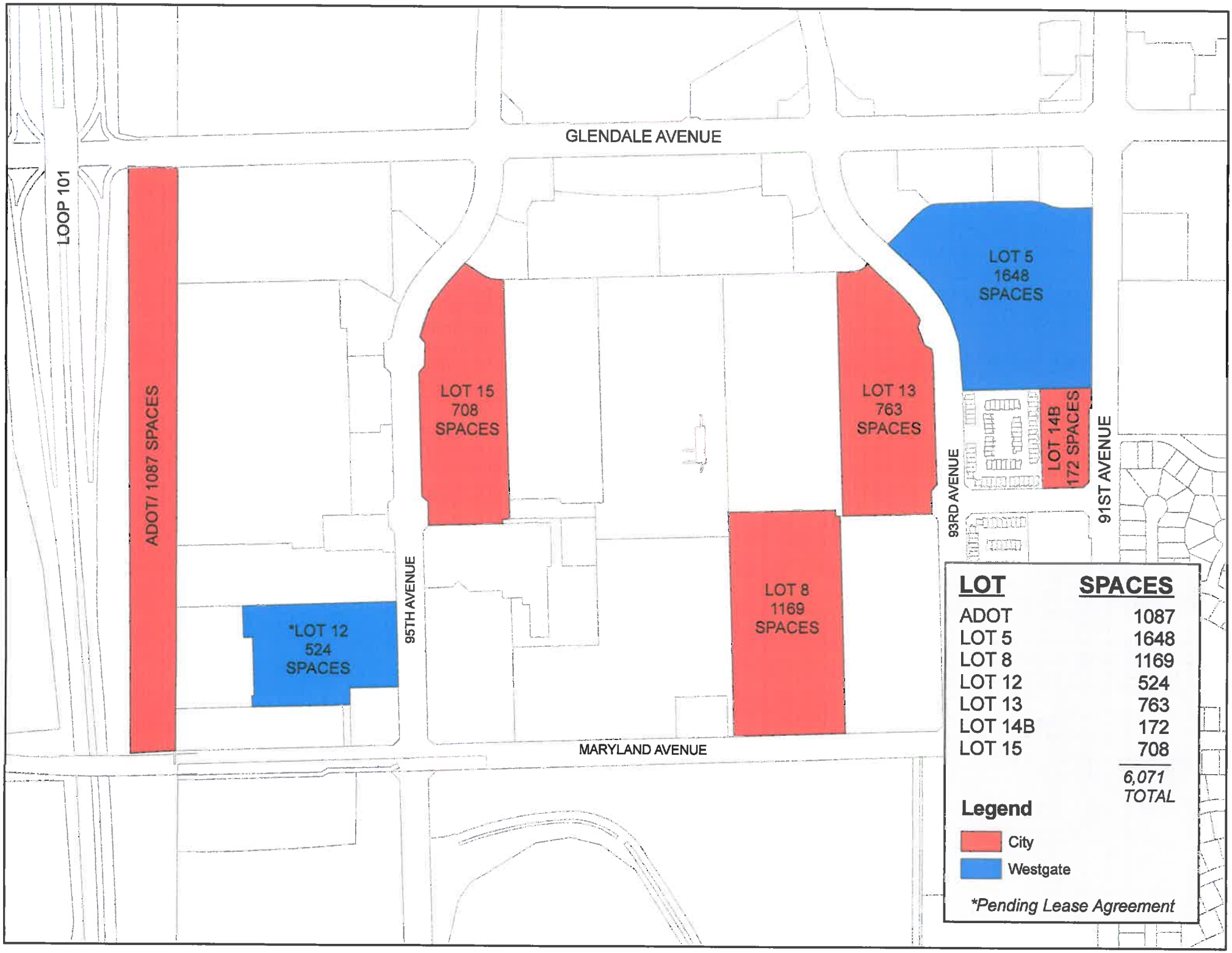
State of WISCONSIN)
) ss.
County of DANE)

The foregoing instrument was acknowledged before me this _____ day of _____, 2012, by Jeffrey S. Lenz, the sole Member of JSL Investments, LLC, a Managing Member of Glendale Westgate Lodging Investors II, LLC, a Wisconsin limited liability company, on behalf of the company.

_____
Notary Public

My Commission Expires:

_____



LOT	SPACES
ADOT	1087
LOT 5	1648
LOT 8	1169
LOT 12	524
LOT 13	763
LOT 14B	172
LOT 15	708
	6,071
	TOTAL

ORDINANCE NO. 2805 NEW SERIES

AN ORDINANCE OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AMENDING THE ZONING ORDINANCE OF THE CITY OF GLENDALE, ARIZONA, FOR BILLBOARDS AS FOLLOWS: ARTICLE 2 (DEFINITIONS AND RULES OF CONSTRUCTION), SEC. 2.300 (DEFINITIONS); AND ARTICLE 7 (GENERAL DEVELOPMENT STANDARDS), SECS. 7.103(F) AND (K), 7.106, AND 7.110; PROVIDING FOR SEVERABILITY; AND SETTING FORTH AN EFFECTIVE DATE.

WHEREAS, the City of Glendale Planning Commission held a public hearing on March 1, 2012 in Zoning Text Amendment Case No. ZTA11-01 in the manner prescribed by law for the purpose of amending various sections of the zoning ordinance for billboards;

WHEREAS, due and proper notice of such Public Hearing was given in the time, form, substance and manner provided by law including publication of such notice in *The Glendale Star* on February 9, 2012; and

WHEREAS, the City of Glendale Planning Commission has recommended to the Mayor and the Council a denial of the Zoning Text Amendment; however, the Mayor and the Council desire to amend various sections of the zoning ordinance for billboards.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the Zoning Ordinance of the City of Glendale, Arizona, Article 2 (Definitions and Rules of Construction), Sec. 2.300 (Definitions) is hereby amended by adding the following definition to read as follows:

...

Sign, Digital Billboard: An identification sign or a sign which is intended to advertise a business, commodity, service, entertainment, product, or attraction sold, offered, or existing on or elsewhere than on the property where the sign is located and intended to be viewed primarily from SR 101. A Digital Billboard shall be internally illuminated, and not capable of movement.

...

SECTION 2. That the Zoning Ordinance of the City of Glendale, Arizona, Article 7 (General Development Standards), Secs. 7.103(F), 7.103(K) and 7.106(A) are hereby amended to read as follows:

...

Sec. 7.103. Prohibited signs.

Any sign not specifically listed as permitted by this ordinance is prohibited, including, but not limited to the following:

...

F. Signs with intermittent or flashing illumination, except Digital Billboard Signs, and animated or moving signs.

...

K. Reader panel signs except as specifically authorized herein. Any sign which permits the change of electronic or manual copy and is changed more frequently than on a daily basis which is not a Digital Billboard Sign shall be considered a reader panel sign.

...

Sec. 7.106. Billboards.

A. Billboards are permitted only in the ~~C-3,~~ M-1~~,~~ and M-2 zoning districts.

...

SECTION 3. That the Zoning Ordinance of the City of Glendale, Arizona, Article 7 (General Development Standards) is hereby amended by adding a new Sec. 7.110 to read as follows:

Sec. 7.110. Digital Billboard Signs.

Digital Billboard Signs are permitted subject to the regulations noted below.

A. Placing a Digital Billboard Sign requires that the zoning of the lot on which the Digital Billboard Sign is located must be Planned Area Development (PAD).

B. Placing a Digital Billboard Sign requires the approved Planned Area Development (PAD) to be located in Township 2 North, Range 1 East, Gila and Salt River Base and Meridian, and to have a minimum of one thousand (1,000) feet of lineal frontage adjacent to SR 101 (Agua Fria Freeway).

C. The Digital Billboard Sign must be located within three hundred (300) feet of the freeway right-of-way.

D. There shall be a minimum distance of one thousand three hundred twenty (1,320) feet between all Digital Billboard Signs on any single Planned Area Development.

E. All Digital Billboard Signs must be set back a minimum of three hundred thirty (330) feet from the property line of any adjacent property not a part of the same approved Planned Area Development having frontage on SR 101 (Agua Fria Freeway).

F. Maximum sign height, including any supporting structures, for a Digital Billboard Sign must be no more than sixty (60) feet.

G. Maximum Digital Billboard Sign width must be no more than fifty (50) feet.

H. Maximum Digital Billboard Sign area must not exceed six hundred seventy-five (675) square feet.

I. The message or image of the Digital Billboard Sign may be static or change at specific or programmed time intervals. The change in message or images shall occur no more frequently than once every eight (8) seconds and shall not have fade or dissolve transitions, or full animation or video, or similar subtle transitions or frame effects that have the appearance of moving text or images. A default black display shall be required in the event of malfunction.

J. Message sequencing, the use of multiple Digital Billboards in a row to convey a message, shall be prohibited.

K. Advertisements shall be limited to single frames.

L. Provisions in this section supplement and do not supersede provisions of any PAD in existence before the effective date of this ordinance.

M. Design Review approval is required to allow any Digital Billboard Sign.

N. No Digital Billboard shall be located within one thousand (1000) feet of any single residence zoning district including RR-90, RR-45, SR-30, SR-17, SR-12, R1-10, R1-8, R1-7, R1-6, R1-4, R-2, R-3, or property within unincorporated Maricopa County for which a plat was filed and recorded prior to January 1, 2000.

O. All Digital Billboard Signs shall be integrated into the PAD and have a relationship to the development, including common design elements such as styles and materials, and a functional relationship to the structures, parking, and open

spaces in the development. The height, location, materials, color, texture, setbacks, and mass of the Digital Billboard Sign must be appropriate to the development, the neighborhood, and the community. The architectural character of the proposed Digital Billboard Sign shall be in harmony with, and compatible to, structures in the neighboring environment and the architectural character desired for the city, avoiding excessive variety or monotonous repetition. All Digital Billboard Signs shall be reviewed only as part of the review of the Master Development Plan of the property and integrated with surrounding buildings and landscaping. No Digital Billboard is permitted as a prelude to other development of the PAD.

P. Digital Billboard Signs will be permitted only as part of a comprehensive sign package for the entire PAD which includes common design elements. Digital Billboards must be fully integrated into this comprehensive sign package.

Q. Digital Billboard Sign illumination must be extinguished between 11:00 p.m. and sunrise. The only exception to this will be for amber alerts and other governmental emergencies.

R. All illuminated Digital Billboard Signs shall be limited to a surface luminosity limit of 5,000 nits during daytime hours and a surface luminosity limit of 150 nits during nighttime hours.

S. All Digital Billboard Signs shall provide for automatic dimming based upon ambient lighting conditions, including evening and overcast weather.

T. It shall be unlawful for any Digital Billboard Sign to have an illuminance greater than 1.0 foot candle at the property line of any adjacent property.

U. Any approved Digital Billboard Sign shall adhere to new safety requirements if conclusive research findings develop.

V. No Digital Billboard Sign shall be erected prior to the first phase of development on a PAD.

SECTION 4. If any section, subsection, sentence, clause, phrase or portion of this ordinance is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

SECTION 5. That the provisions of this ordinance shall become effective thirty (30) days after adoption and approval by the Mayor and Council.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

zta11-01.doc

[Additions are indicated by underline; deletions by ~~strikeout.~~]

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Jon M. Froke, AICP, Planning Director

SUBJECT: **ZONING TEXT AMENDMENT - ZTA11-01 (ORDINANCE) (PUBLIC HEARING REQUIRED)**

Purpose

This is a request for City Council to conduct a public hearing and adopt an ordinance for Zoning Text Amendment ZTA11-01 for billboards.

Background

This request to amend the Zoning Ordinance will provide a new definition and a new section to enact zoning regulations and establish a set of development standards to regulate digital billboards along the Loop 101 in the Sports and Entertainment District between Northern Avenue and Camelback Road. Digital billboards will continue to be prohibited in all other areas of the city, and will continue to be prohibited along the Loop 101 between 51st Avenue and Bell Road.

The Zoning Text Amendment will provide a new definition of digital billboards matching size and frequency of advertisement change of the two existing billboards on the Park and Ride Lot property in the Sports and Entertainment District. Digital billboards are proposed to be limited to sites zoned Planned Area Development (PAD). The amendment will require sites to have at least 1,000 feet of freeway frontage and one-quarter mile (1,320 feet) between signs on a single PAD.

The amendment would also prohibit billboards in the Heavy Commercial (C-3) zoning district that is located primarily in the center of the city, including the Glendale Centerline.

Previous Council/Staff Actions

On March 1, 2012, Planning Commission conducted a workshop and a public hearing regarding ZTA11-01. No action was taken at the workshop. At the public hearing, the Commission moved to approve ZTA11-01; however, the motion failed 3-4.

On November 15, 2011, staff presented the proposed zoning text amendment to the City Council at their City Council Workshop. Council directed staff to continue working on the amendment.

Staff did not perceive any Council consensus for changing the text amendment during the workshop.

Planning Commission initiated ZTA11-01 Zoning Text Amendment for digital billboards at the October 6, 2011 Planning Commission Workshop.

The subject matter for ZTA11-01, digital billboards, was also previously considered as freeway billboard signs as a part of ZTA09-01 by the Planning Commission when ZTA09-01 was under consideration.

Prior to the October 6, 2011 meeting, consideration of freeway billboard signs as a part of ZTA09-01 was withdrawn from consideration by the city.

On August 4, 2011, Planning Commission voted to continue discussion of the section of ZTA09-01 regarding freeway billboard signs to the October 6, 2011 Planning Commission meeting.

On June 2, 2011, Planning Commission voted to continue discussion of the section of ZTA09-01 regarding freeway billboard signs to the August 4, 2011 Planning Commission meeting.

Council rezoned the city's property at the northwest corner of the Loop 101 and the Bethany Home Road alignment to PAD to permit erection of digital billboards by the adoption of Ordinance No. 2702 New Series on September 22, 2009.

Council rezoned the city's sewer lift station at the northwest corner of the Loop 101 and Camelback Road to permit the erection of a digital billboard by the adoption of Ordinance No. 2701 New Series on September 22, 2009.

Council rezoned the city's Park and Ride lot to PAD by the adoption of Ordinance No. 2686 New Series on June 23, 2009, to establish zoning which would satisfy the Arizona Department of Transportation to permit erection of the first two digital billboards.

The city adopted the Westgate PAD through a public hearing process in 2002, which included a number of outdoor building and digital signs.

Council approved a comprehensive update of the Zoning Ordinance in 1993, which included billboard regulations.

Community Benefit

By providing a new section concerning digital billboards, the current section that addresses billboards will remain unchanged, except for the prohibition of billboards in Heavy Commercial (C-3) zoning districts. Eliminating C-3 zoning districts would help protect existing established neighborhoods and historic districts.

Existing billboards will not be converted into digital billboards with changeable panels. A new section for digital billboards will ensure that proposed site locations have demonstrated a significant existing investment in the community, and prevent placement on sites, which could

negatively impact neighboring residential areas and property values. The amendment will emphasize that digital billboards are only to be erected in proximity to the Sports and Entertainment District.

Public Input

On May 24, 2012, a legal notice was published in *The Glendale Star*, which indicated which sections of the Zoning Ordinance were proposed to be amended. On May 25, 2012, staff, as the applicant, mailed notification postcards to property owners within 300 feet of the proposed area within the Sports and Entertainment District and those persons listed as Interested Parties on the City-Wide Additional Notification list.

Public testimony concerning ZTA11-01 Digital Billboards occurred at the Planning Commission meeting of March 1, 2012.

On November 9, 2011, a neighborhood meeting was held at the City Council Chambers and approximately 30 people attended. The comments received repeated those previously mentioned concerning dimensions and standards of the existing billboards on the city's Park and Ride Lot as the standard for future billboards.

Public testimony concerning freeway billboard signs occurred at the Planning Commission meetings of June 2, 2011, and August 4, 2011, as part of ZTA09-01 Zoning Text Amendment Ordinance Update. During the June 2, 2011 Planning Commission meeting, concern was expressed regarding the impact of digital billboards on the existing community located along the Loop 101 between 51st Avenue and Bell Road.

Recommendation

Conduct a public hearing, waive reading beyond the title, and adopt an ordinance for Zoning Text Amendment ZTA11-01.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Jon M. Froke, AICP, Planning Director
SUBJECT:	ZONING TEXT AMENDMENT - ZTA11-01(ORDINANCE) (PUBLIC HEARING REQUIRED)

1. Ordinance
2. Proposed Zoning Text Amendment
3. Excerpt of the Minutes of the Planning Commission Meeting of March 1, 2012
4. Minutes of the City Council Workshop of November 15, 2011
5. Planning Department Staff Report

Zoning Text Amendment Application ZTA11-01: Zoning Ordinance Update
Proposed Zoning Ordinance Amendment for Digital Billboards Only
Glendale, Arizona

The text amendments (additions by underline), (~~deletions by strikethrough~~) are as follows:

Add to Section 2.300 Definitions:

> Sign, Digital Billboard: An identification sign or a sign which is intended to advertise a business, commodity, service, entertainment, product, or attraction sold, offered, or existing on or elsewhere than on the property where the sign is located and intended to be viewed primarily from SR 101. A Digital Billboard shall be internally illuminated, and not capable of movement.

...

Section 7.103.F. - Signs Prohibited Signs should be amended to read:

> 7.103.F. Signs with intermittent or flashing illumination, except Digital Billboard Signs, and animated or moving signs.

Section 7.103.K. – Signs Prohibited Signs should be amended to read:

> 7.103.K. Reader panel signs except as specifically authorized herein. Any sign which permits the change of electronic or manual copy and is changed more frequently than on a daily basis which is not a Digital Billboard Sign shall be considered a reader panel sign.

...

Section 7.106.A. Billboards should be amended as follows:

> 7.106.A. Billboards are permitted only in the ~~C-3~~, M-1, and M-2 zoning districts.

...

Section 7.100 – Signs should be amended by adding a new Section 7.110:

> 7.110 Digital Billboard Signs
>
> Digital Billboard Signs are permitted subject to the regulations noted below.
>
> A. Placing a Digital Billboard Sign requires that the zoning of the lot on which the Digital Billboard Sign is located must be Planned Area Development (PAD).

B. Placing a Digital Billboard Sign requires the approved Planned Area Development (PAD) to be located in Township 2 North, Range 1 East, Gila and Salt River Base and Meridian, and to have a minimum of one thousand (1,000) feet of lineal frontage adjacent to SR 101 (Agua Fria Freeway).

C. The Digital Billboard Sign must be located within three hundred (300) feet of the freeway right-of-way.

D. There shall be a minimum distance of one thousand three hundred twenty (1,320) feet between all Digital Billboard Signs on any single Planned Area Development.

E. All Digital Billboard Signs must be set back a minimum of three hundred thirty (330) feet from the property line of any adjacent property not a part of the same approved Planned Area Development having frontage on SR 101 (Agua Fria Freeway).

F. Maximum sign height, including any supporting structures, for a Digital Billboard Sign must be no more than sixty (60) feet.

G. Maximum Digital Billboard Sign width must be no more than fifty (50) feet.

H. Maximum Digital Billboard Sign area must not exceed six hundred seventy five (675) square feet.

I. The message or image of the Digital Billboard Sign may be static or change at specific or programmed time intervals. The change in message or images shall occur no more frequently than once every eight (8) seconds and shall not have fade or dissolve transitions, or full animation or video, or similar subtle transitions or frame effects that have the appearance of moving text or images. A default black display shall be required in the event of malfunction.

J. Message sequencing, the use of multiple Digital Billboards in a row to convey a message, shall be prohibited.

K. Advertisements shall be limited to single frames.

L. Provisions in this section supplement and do not supersede provisions of any PAD in existence before the effective date of this ordinance.

M. Design Review approval is required to allow any Digital Billboard Sign.

N. No Digital Billboard shall be located within one thousand (1000) feet of any single residence zoning district including RR-90, RR-45, SR-30, SR-17, SR-12, R1-10, R1-8, R1-7, R1-6, R1-4, R-2, R-3, or property within unincorporated Maricopa County for which a plat was filed and recorded prior to January 1, 2000.

O. All Digital Billboard Signs shall be integrated into the PAD and have a relationship to the development, including common design elements such as styles and materials, and a functional relationship to the structures, parking, and open spaces in the development. The height, location, materials, color, texture, setbacks, and mass of the Digital Billboard Sign must be appropriate to the development, the neighborhood, and the community. The architectural character of the proposed Digital Billboard Sign shall be in harmony with, and compatible to, structures in the neighboring environment and the architectural character desired for the city, avoiding excessive variety or monotonous repetition. All Digital Billboard Signs shall be reviewed only as part of the review of the Master Development Plan of the property and integrated with surrounding buildings and landscaping. No Digital Billboard is permitted as a prelude to other development of the PAD.

P. Digital Billboard Signs will be permitted only as part of a comprehensive sign package for the entire PAD which includes common design elements. Digital Billboards must be fully integrated into this comprehensive sign package.

Q. Digital Billboard Sign illumination must be extinguished between 11:00 pm and sunrise. The only exception to this will be for amber alerts and other governmental emergencies.

R. All illuminated Digital Billboard Signs shall be limited to a surface luminosity limit of 5,000 nits during daytime hours and a surface luminosity limit of 150 nits during nighttime hours.

S. All Digital Billboard Signs shall provide for automatic dimming based upon ambient lighting conditions, including evening and overcast weather.

T. It shall be unlawful for any Digital Billboard Sign to have an illuminance greater than 1.0 foot candle at the property line of any adjacent property.

U. Any approved Digital Billboard Sign shall adhere to new safety requirements if conclusive research findings develop.

V. No Digital Billboard Sign shall be erected prior to the first phase of development on a PAD.

MINUTES
CITY OF GLENDALE PLANNING COMMISSION

CITY COUNCIL CHAMBERS
5850 WEST GLENDALE AVENUE
GLENDALE, ARIZONA 85301

THURSDAY, MARCH 1, 2012
7:00pm

CALL TO ORDER
The meeting was called to order at approximately 7:00pm.

Commissioners Present: Chairperson Kolodziej (Yucca), Commissioner Penilla (Barrel), Commissioner Shaffer (Cactus), Commissioner Petrone (Cholla), Commissioner Larson (Mayoral), Commissioner Williams (Ocotillo), and Commissioner Sherwood (Sahuaro).

City Staff Present: Tabitha Perry, Assistant Planning Director, Jon M. Froke, AICP, Planning Director, Deborah Robberson, Deputy City Attorney, Thomas Ritz, AICP, Senior Planner, and Diana Figueroa, Recording Secretary

APPROVAL OF MINUTES
Chairperson Kolodziej called for Approval of Minutes.

> **Commissioner Sherwood made a motion to approve the minutes of the November 17, 2011, Public Hearing as written. Commissioner Larson seconded the motion, which was approved unanimously.**

WITHDRAWALS AND CONTINUANCES
Chairperson Kolodziej called for any withdrawals and/or continuances. There were none.

PUBLIC HEARING ITEM
Chairperson Kolodziej called for staff's presentation.

> **ZTA11-01:** A request by the City of Glendale Planning Department to amend Zoning Ordinance to provide for a new definition and a new section to enact zoning regulations to regulate Digital Billboards (DBB) along the Loop 101 in the Sports and Entertainment District and prohibit billboards in the Heavy Commercial (C-3) zoning district. Staff Contact: Thomas Ritz, AICP, Senior Planner (Citywide).

Mr. Thomas Ritz, AICP, Senior Planner, made a brief presentation to the Commission. He said the Commission must make a recommendation to the City Council regarding this item. He said staff's recommendation is for approval.

Mr. Ritz said this amendment will establish a set of development standards to regulate digital billboards along the Loop 101 in the Sports and Entertainment District. He said this has come from a previous concern that past zoning cases for digital billboards were only on land owned by the city as part of a lease agreement. Therefore, this zoning text amendment is proposed to permit digital billboards along the Loop

101 from Northern Avenue to Camelback Road in the Sports and Entertainment District. Digital billboards will continue to be prohibited along the Loop 101 between 51st Avenue and Bell Road and between the Loop 303 and Northern Parkway.

He said the proposed definition is similar to the definition of the size and frequency of the billboards located at the city's Park + Ride site.

Mr. Ritz said digital billboards will be limited to lots zoned PAD. Billboards shall only be erected in proximity to the Sports and Entertainment District.

Mr. Ritz concluded by stating staff is recommending the Planning Commission recommend approval of this item.

Chairperson Kolodziej opened the public hearing.

1. Ron Rovey, Rovey Farms, 7711 West Northern Avenue, Glendale, 85303. Mr. Rovey asked if this proposal will also apply to the city's Park + Ride site where there are currently two billboards erected. Mr. Ritz said no.

   Mr. Rovey asked if this proposal will apply to the two city owned lots where billboards are approved but not yet installed. Mr. Ritz said no, and any other lots will not be changed by subsequent zoning text amendments. This text amendment will allow by right items that were not previously allowed. Applicants have the right to apply for PAD zoning in order to install digital billboards.

   Mr. Rovey clarified that under a PAD zoning different standards are required than under this text amendment. Mr. Ritz said applicants may customize their Planned Area Development application for standards and representations of land uses.

   Mr. Rovey referred to #21 in the proposed amendment and felt it was unfair. He said his family does not have the four billboard signs to remove in order to erect one digital billboard sign. He felt the only company that may have that opportunity would be CBS Outdoor, which would create a monopoly. He asked this requirement be deleted.

   Next, Mr. Rovey had concerns with #14. He said his family's property is located on the southwest corner of the Loop 101 and Glendale Avenue with unincorporated Maricopa County land being located northeast of the Loop 101 and Glendale Avenue. Mr. Ritz stated this is not the intent of this item. Mr. Ritz said only if a plat was filed and recorded prior to January 2000. He clarified this requirement would not apply to the Rovey property or to the property which he spoke of located at the northeast corner of the Loop 101 and Glendale Avenue.

   Mr. Rovey asked for the height of the digital billboards located on the city's Park + Ride lot. Mr. Ritz said the maximum height is 80 feet.

   Mr. Rovey stated he would like to see the amendment allow for 80 feet high signs just as the signs located at the City's Park + Ride.

He said #15 and #16 stated the signs must be integrated into the PAD and have a common design element. Mr. Rovey said the digital billboard signs do not relate to the developments, but relate to the Loop 101 Freeway. He felt the billboards located at the City's Park + Ride do not satisfy these requirements. They have no relation to the Park + Ride and they have no common design and are not part of a comprehensive plan. He asked the same type of standards be applied to his property in the future as what has been done for the Park + Ride property.

With regard to #23, Mr. Rovey said this would prohibit his family from erecting any digital billboards until development occurs.

Mr. Rovey said with respect to #17, he asked why billboards are not to be illuminating during the hours of 2am and sunrise. Mr. Ritz explained this is consistent with hours of the businesses, shopping and entertainment located within the Sports and Entertainment District.

Mr. Rovey concluded by stating with each hearing regarding these amendments, more regulations have been added. It almost appears as though the city wishes to prohibit billboard signs on the Rovey property located on the west side of the Loop 101.

Commissioner Petrone asked if Mr. Rovey felt that he has been precluded from participating until development occurs on the Rovey property. In addition, he wanted to verify since the Roveys have no existing billboards there would be no way for the family to meet the request of removing signs existing signs in order to construct one new sign.

Mr. Rovey confirmed stating these are the most relevant items and added he only wants to be treated fairly.

2. Justin Lalley, CBS Outdoor, 3150 South 48th Street, Suite 200, Phoenix, 85040. Mr. Lalley referred to item #4 and asked if the quarter mile distance requirement between digital billboards was applicable if the billboards were on the same parcel or the same PAD. Mr. Ritz said yes.

   Mr. Lalley referred to item #5 and verified if there were two PAD parcels located next to one another the distance requirement would be 660 feet. Mr. Ritz said yes.

   Mr. Lalley referred to item #9 and asked for clarification regarding the language that reads "sign may be static or change". He asked for confirmation if this applies to digital billboards only and that this does not include static billboards or vinyls. Mr. Ritz explained the intent is to create a separate category for digital billboards with changing imagery and to leave the area of static billboards within M-1 and M-2 zoning districts removing them from the C-3 zoning district. He said these are two different types of billboards with different types of requirements. These are internally illuminated billboards not vinyl.

   Mr. Lalley referred to item #23 and asked what constitutes the first phase of development on a PAD. Mr. Ritz said the first phase of development would be the opening and operation of development that occurs as part of a significant portion of the proposed PAD.

3. Joseph White, Becker Boards, 4350 East Camelback Road, Suite B195, Phoenix, 85018. Mr. White asked for clarification on item #14 regarding unincorporated Maricopa County. Mr. Ritz said only those areas in Maricopa County within a platted subdivision recorded prior to January 1, 2000, specifically excluding the northeast corner of Glendale Avenue and the Loop 101 from the buffer applying at that point.

   Mr. White asked for clarification on #15 specifically the last sentence which states no digital billboard is permitted as a prelude to other development of the PAD. Mr. Ritz explained a billboard cannot be erected without any other investment. He said there needs to be additional construction.

   Mr. White said it appears this is addressed in item #23. Mr. Ritz said #23 also encourages development in the Sports and Entertainment District as a vital part of Glendale. Mr. White understands the intent of "first phase of development", however when staff states "other development", which is very vague, he asked if this doesn't open the door for other opportunities. He asked if landscaping could be considered as other development. Mr. Ritz said he does not believe so and stated that is not the intent.

   Last, Mr. White referred to #21 and stated as a small billboard company, it would be impossible for his company to ever do business in Glendale. He said if the intent is to keep the existing billboards currently approved in the city of Glendale with American Outdoor, then item #21 should be included in the Ordinance. Mr. White said Mr. Rovey explained there were two more billboards proposed along the freeway. Mr. White believed the American Outdoor billboards, approved by the City of Glendale, to be built in the future will produce revenue for the city. He asked for confirmation. Mr. Ritz stated he believed that is part of the lease agreement. Ms. Robberson stated she is not familiar with the terms of the lease for the billboards, although she is aware the billboards are subject to leases. She stated she presumes there is a lease payment. Mr. White asked if this is the only reason why the City of Glendale allowed these two billboards. Ms. Robberson stated she is not familiar with this. Mr. White stated he assumes the answer is yes, and if the city exercises its right to allow the other two billboards there will be a total of four billboards with eight faces. He said under this Ordinance, at the end of the lease term, the billboards could be removed from their currently locations and be erected on private land. If this were the case, the city would no longer receive any revenue. He wanted to be sure the city was aware of this. He said he is unclear on this portion of the ordinance.

With no one else wishing to speak, the Chairperson closed the public hearing.

Commissioner Sherwood stated the 4 to 1 removal of signs was established in order to remove existing static signs. He said he is concerned with this item. He is also concerned with the 2am to sunrise restriction. He does not feel this requirement should be included.

Commissioner Petrone said #15 and #21 are restrictive. He said they preclude participation. He is unsure how someone without existing billboards would be able to participate. Mr. Ritz explained those persons would need to acquire billboards through purchase or company acquisition. The intent is to decrease the amount of billboards in Glendale, however, if new billboards are being encouraged, the goal is to remove

billboards from other areas of the city and provide them with the same business opportunities that occur in other parts of the city.

Mr. Ritz added there were four billboards removed from the area of 51st Avenue and Olive Avenue. He said due to new development they were removed.

Commissioner Sherwood asked if the company that removed the four signs would be installing a new one at this location. Mr. Froke said those four boards were previously operated by CBS Outdoor.

Commissioner Sherwood asked how many static signs existing in the Sports and Entertainment District area. Mr. Froke said there is zero.

In response to a question from Commissioner Sherwood, Mr. Ritz said it is likely signs would be removed in other areas of the city with none currently existing in the Sports and Entertainment District along the Loop 101. He clarified the city is not restricting where billboard removal can occur.

Commissioner Williams asked if the city removed four static billboard signs when they installed their digital billboard signs. Mr. Ritz stated the city's PAD was negotiated by the city leadership as a separate PAD. The opportunities still exist for anyone to file a PAD with specific design standards.

Commissioner Williams said staff stated previously 19 billboards would be allowed. He asked if this included the two signs the city has erected and the two signs the city is anticipating to erect. Mr. Ritz said yes.

Commissioner Williams verified there would be a total of 19 billboards located within the three mile area. Mr. Ritz said yes.

Commissioner Williams asked if the new development to take place at Westgate would be a PAD. Mr. Ritz said yes, the developer of the upcoming shops at Westgate may apply for a PAD.

Commissioner Penilla commented the time restrictions listed in amendment #17 appear to be unnecessary.

Commissioner Larson stated he understood the requirement of removing four billboards in order to erect one was for the purpose of cleaning up the city. He believed this to be the Grand Avenue area more than other areas of the city. He added that development along the proposed area prior to the installation of billboards make sense. He believed this encourages effort from the developer if they truly want digital billboards.

Chairperson Kolodziej said he agrees with the beautification and the removal of existing signs. He noted his concern is which party is responsible for the costs.
With no further comments from the Commission, Chairperson Kolodziej called for a motion.

Commissioner Larson made a motion to recommend approval of ZTA11-01. Commissioner Shaffer seconded the motion.

Chairperson Kolodziej asked for the Commissioners' comments.

Commissioner Williams stated he cannot support this request as he is concerned about the increase in traffic accidents. His second concern is the installation of 19 billboard signs. He felt this would create a major distraction for those travelling the Loop 101 and the Sports and Entertainment District.

Commissioner Sherwood stated he is in favor of digital billboards while realizing various parts of the city need to be cleaned up of billboards. He had no concerns with the sign height which is being recommended. He believed the development should take place prior to allowing billboards to be installed. He felt that if a property owner is making profit from billboards being erected on their property, they may have no motivation to develop the property. Commissioner Sherwood stated he is very concerned with item #21 as it makes things difficult for new companies coming into the city.

Chairperson Kolodziej stated he does not feel that digital billboards create no additional safety issues to those traveling the freeways. He stated if a company chooses to erect digital billboards and has four existing static billboards in the city they should be required to remove those four. However, if a company is coming into Glendale and they do not have four existing static billboards they should not be made to follow those same requirements.

Commissioner Larson voted aye.

Commissioner Shaffer stated he cannot support this request. He felt it would allow too many billboards. He voted no.

Commissioner Williams voted no.

Vice Chairperson Sherwood stated he must vote no because he does not agree with the four to one ratio sign removal requirement.

Commissioner Petrone voted no because of requirements #15 and #21.

Commissioner Penilla voted aye, and Chairperson Kolodziej voted aye.

Chairperson Kolodziej stated this motion has failed.

Ms. Deborah Robberson, Deputy City Attorney, stated this recommendation of denial will go forward to the City Council.

OTHER BUSINESS

Chairperson Kolodziej called for Other Business. There was none.

OTHER BUSINESS FROM THE FLOOR

Chairperson Kolodziej called for Other Business From The Floor. There was none.

PLANNING STAFF REPORT

Chairperson Kolodziej called for the Planning Staff Report. Ms. Perry introduced Planning Director, Jon Froke.

Mr. Froke stated on behalf of the Government Services Committee, Planning Commission, Planning Department Staff and Community Development Group, he wished to present a plaque of appreciation and lapel pin commemorating four years serving on the Planning Commission to Chairperson John Kolodziej. He said Mr. Koldoziej has provided great leadership to the Planning Commission over the past four years.

Chairperson Kolodziej stated this is the third commission on which he has served and hoped to continue to serve.

Commissioner Sherwood wished Chairperson Kolodziej well.

COMMISSION COMMENTS AND SUGGESTIONS

Chairperson Kolodziej called for Commission Comments and Suggestions. There were none.

ADJOURNMENT

With no further business, Commissioner Sherwood made a motion to adjourn the Meeting. Commissioner Penilla seconded the motion, which was approved unanimously. The meeting adjourned at 8:02pm.

The next meeting is scheduled for April 5, 2012.

Respectfully submitted,

_____

Diana Figueroa, Recording Secretary

***PLEASE NOTE: Since the Glendale City Council does not take formal action at the Workshops, Workshop minutes are not approved by the City Council.**

GLENDALE

MINUTES OF THE
GLENDALE CITY COUNCIL WORKSHOP SESSION
Council Chambers – Workshop Room
5850 West Glendale Avenue
November 15, 2011
1:30 p.m.

PRESENT: Vice Mayor Steven E. Frate and Councilmembers Joyce V. Clark, Yvonne J. Knaack, H. Phillip Lieberman, and Manuel D. Martinez

PARTICIPATING: Councilmember Norma S. Alvarez (via telephone)

ABSENT: Mayor Elaine M. Scruggs

ALSO PRESENT: Ed Beasley, City Manager; Horatio Skeete, Assistant City Manager; Craig Tindall, City Attorney; and Pamela Hanna, City Clerk

1. ZONING ORDINANCE TEXT AMENDMENT ZTA11-01: DIGITAL BILLBOARD SIGNS

PRESENTED BY: Jon M. Froke, AICP, Planning Director
Tabitha Perry, Assistant Planning Director

This is a request for City Council to provide input and guidance concerning the proposed text amendment to the Zoning Ordinance.

The proposed amendment is consistent with Council's goal of one community with quality economic development by permitting developers and property owners to erect digital billboard signs while protecting neighborhoods and property values.

The proposed amendment provides for a new definition and a new section to enact zoning regulations to permit digital billboards along the Loop 101 in the Sports and Entertainment District between Northern Avenue and Camelback Road.

Digital billboards will continue to be prohibited in all other areas of the city. This includes a prohibition along the Loop 101 between Bell Road and 51st Avenue, and the Grand Avenue Expressway. Digital billboards will continue to be prohibited along the Loop 303 and Northern Parkway as well.

A new section for digital billboards will ensure that proposed site locations have demonstrated a significant existing investment in the community, and prevent placement on small sites, which could negatively impact neighboring residential areas and property values.

Digital billboards are proposed to be limited to sites zoned Planned Area Development (PAD). The proposed amendment will require sites to have at least 1,000 feet of freeway frontage, and one-quarter mile (1,320 feet) between signs on a single PAD.

The Planning Department researched a variety of ordinances from numerous communities, from Tacoma to Tallahassee, and examined communications from several organizations, including the American Planning Association, as staff reexamined digital billboards. The proposal staff is presenting is similar to what other cities are regulating in their communities.

Council approved a comprehensive update of the Zoning Ordinance in 1993, which included billboard regulations.

The city adopted the Westgate PAD through a public hearing process in 2002, which included a large number of outdoor building and digital signs.

- The city notified Ellman Companies through written communication on March 17, 2009, that two variable message signs to display off-premise messages along the Loop 101 at Westgate were administratively approved. These signs have been installed.

- The city notified Ellman Companies through written communication on April 28, 2010, that two additional off-premise advertising message signs would be administratively approved to be permitted at Westgate. These two signs have not yet been installed.

The city took steps to remove multiple billboards from the Grand Avenue Expressway in 2008.

Urban billboards at 51st and Olive Avenues (Olive Marketplace) were removed in 2009.

Council rezoned the city's Park and Ride lot to PAD by the adoption of Ordinance No. 2686 New Series on June 23, 2009, to establish zoning which would satisfy Arizona Department of Transportation to permit erection of the first two digital billboards.

Council rezoned the city's sewer lift station at the northwest corner of Loop 101 and Camelback Road to PAD to permit the erection of a digital billboard by the adoption of Ordinance No. 2701 New Series on September 22, 2009.

Council rezoned the city's property at the northwest corner of Loop 101 and the Bethany Home Road alignment to PAD to permit erection of digital billboards by the adoption of Ordinance No. 2702 New Series on September 22, 2009.

Planning Commission initiated ZTA11-01 Zoning Text Amendment for digital billboards at the October 6, 2011 Planning Commission Workshop.

A neighborhood meeting was held to discuss this issue on November 9, 2011.

On August 4, 2011, the Planning Commission continued the freeway billboard sign section of ZTA09-01 to the October 6, 2011 Planning Commission Workshop. Freeway billboard signs were subsequently withdrawn by the city.

On June 2, 2011, the ZTA09-01 Zoning Ordinance Update was recommended for approval by the Planning Commission except for the freeway billboard sign section which was continued to August 4, 2011 Planning Commission Workshop.

For the June 2, 2011 Planning Commission public hearing, a notice of public hearing was published in *The Glendale Star* on May 12, 2011. Notification postcards of the public hearing were mailed to citywide interested parties on May 12, 2011. An email notice of the public hearing was emailed to all stakeholders who participated in the process on May 16, 2011.

Staff is seeking input and guidance from Council as staff continues with the Zoning Ordinance Text Amendment ZTA11-01.

Horatio Skeete, Assistant City Manager, introduced the item. He stated staff will be presenting suggestions and viable ideas that have been previously studied and can be incorporated into a zoning text amendment. He reiterated all suggestions today were open for discussion and assessment.

Jon M. Froke, AICP, Planning Director, began by providing information on text amendment ZTA09-01 which does not include freeway billboard signs. He explained that at the June 2, 2011 Planning Commission meeting, there had been many concerns and comments expressed by the public and commission relative to safety. Therefore, the ZTA09-01 Zoning Ordinance Update was recommended for approval by the Planning Commission except for the freeway billboard sign section which was continued to the August 4, 2011 Planning Commission workshop. On August 4, 2011, the Planning Commission continued the freeway billboard sign section of ZTA09-01 to the October 6, 2011 Planning Commission Workshop. The freeway billboard signs changes were subsequently withdrawn by the city. Staff's conclusion was to continue to move forward with the very important text amendments that will be coming before Council through a separate process. He explained that over the last three months, staff had conducted additional research as to what other cities are doing and noted other cities are also struggling with the same issues regarding digital billboard signs. He stated staff has asked the Planning Commission to initiate the new text amendment ZTA11-01. He explained their intention today was to present in concept what ZTA11-01 might look like with respect to digital billboards. He noted staff would like the Council's input to see if staff was moving in the right direction.

Councilmember Clark asked if safety and what other cities were doing were the only two topics staff researched for the Planning Commission. Mr. Froke replied yes. Councilmember Clark asked what the results were in regards to safety and digital billboards. Mr. Froke stated the next presenter will be covering that issue. Councilmember Clark asked if Council will also be informed on what other cities were doing. Mr. Froke replied yes.

Tabitha Perry, Assistant Planning Director, presented a slide presentation. She explained the amendment to the zoning ordinance concerning digital billboards leaves the current section of the zoning ordinance dealing with billboards unchanged with one exception. Staff proposes to

prohibit billboards in Heavy Commercial (C-3) zoning districts to protect established neighborhoods and Centerline. Staff also requested to update the zoning ordinance by adding a new section regulating digital billboard signs to include a definition for digital billboard signs as well as a criteria for digital billboards and regulations. This proposal is only intended for property located adjacent to the Loop 101 in the Sports and Entertainment District between Northern Avenue and Camelback Road. Digital billboards will continue to be prohibited in all other areas of the city. This plan also includes a prohibition along the north Loop 101 between Bell Road and 51st Avenue, and the Grand Avenue Expressway. The proposed digital billboard criteria is limited to locations adjacent to the Loop 101 between Camelback Road and Northern Avenue, to sites zoned Planned Area Development (PAD) and no digital billboard sign shall be erected prior to the first phase of development on a PAD.

Ms. Perry stated the proposed distance, height and size regulations were as follows: distance between digital billboards on the same PAD, one-quarter mile or 1,320 feet; setback from property line of adjacent PAD, 330 feet; distance between digital billboards on different PADs, 660 feet; distance from residentially zoned property, 1,000 feet; distance from Loop 101, within 330 feet; maximum square footage, 675 square feet, and maximum height, 60 feet. The proposed display regulations allow for daytime and nighttime luminance standards. They require automatic dimming based upon ambient lighting conditions such as evening and overcast weather. A minimum eight second frequency of image changes and message sequencing such as the use of multiple digital billboards in a row to convey a message is prohibited. In addition, a required default black display in the event of malfunction is required.

Councilmember Lieberman asked if the 675 square foot maximum was on both sides of the billboard. Ms. Perry replied yes. Councilmember Lieberman noted it was a very big sign.

Councilmember Knaack asked what size billboards the city currently has. Ms. Perry replied 675 square feet. She added staff was trying to imitate what they currently have at the park and ride location.

Ms. Perry explained the proposed operation and safety regulations. She noted staff will limit the hours of operation to no illumination between 2:00 a.m. and sunrise. She explained that other cities' hours of operation range from 24 hours to no illumination from 11 p.m. to sunrise. Advertisements will be limited to single frames and the city will be allowed the right to pre-empt advertisements for public safety emergencies and adherence to new safety requirements if conclusive research findings develop. She stated that currently 450,000 billboards exist today and only a small percentage of those billboards were actually digital boards. She indicated that there was not enough data collected to truly determine if this was a safety issue. Therefore, staff proposes a regulation that if conclusive evidence of safety data was collected and staff concurs with the data, then any existing or new billboards will need to adhere to the new safety regulations as they come out.

Councilmember Clark asked who determined if the data research was conclusive. Ms. Perry stated it would be a combination of the billboard industry, planning association and staff. She added staff has initiated the citizen participation process which included neighbors within 300 feet from where any potential billboards could be located. She indicated the next step in the process was the November 17, 2011 Planning Commission workshop to discuss the proposed text amendment. On December 1, 2011, the Planning Commission will hold another workshop

and public hearing on this text amendment. Finally, on January 24, 2012, the Council at an evening meeting will consider adoption of the proposed ordinance.

Councilmember Clark inquired if staff would consider the option of not having any more digital billboards. Mr. Froke stated that was a Council option. Councilmember Clark asked if the billboards at Westgate were on city-owned land. Mr. Froke stated four were located on Loop 101, two were city-owned and two were privately owned. Councilmember Clark asked if the city received any revenue from the placement of those billboards. Mr. Froke explained that on the City's Park and Ride lot there was an agreement with their partners and the city does realize some financial benefit. However, on the Westgate property, there was no city derived revenue. Councilmember Clark asked if these billboards were to go up, would the city derive any revenue from them. Mr. Froke noted that staff was looking into a licensing agreement similar to the processed established for the medical marijuana fee. Councilmember Clark asked if they were to obtain a fee schedule, would those funds go into the general fund. Mr. Froke replied yes. Councilmember Clark remarked if this item were to pass, the only place for the billboards would be in the Yucca district. Therefore, she could not support any fee plan unless the revenue was directed towards a special fund to be used for future amenities the Yucca district does not have. She suggested staff consider creating a special revenue fund since the district will bear the burden of having the billboards.

Councilmember Clark asked if Camelback Ranch was a PAD. Mr. Froke stated he would check on that issue as the site is located in the City of Phoenix. Councilmember Clark noted the city sometimes passes some subdivisions as PADs. Mr. Froke replied that occasionally they do. Councilmember Clark indicated that since the billboards were limited to sites zoned Planned Area Development, what was to keep a company from putting up a digital billboard in a residential PAD? Mr. Froke explained the provision of 1,000 feet from residential properties. Councilmember Clark recommended changing the 1,000 feet to 1,320 to mirror what is required between digital billboards. Mr. Froke stated he would look into it.

Councilmember Clark commented on the proposed operation and safety regulations. She stated she would only support 11 p.m. to sunrise as a prohibition. She asked if staff had any evidence that erecting digital billboard signs around neighborhoods would lower property values. Mr. Froke explained that staff had no hard evidence; however, there was public testimony at the August 4th meeting from residents who believe it would diminish their property values. Councilmember Clark restated her question asking if staff had any hard evidence. Mr. Froke replied no.

Councilmember Clark noted that in an Arizona Republic story there were only two zip codes where property values increased slightly. These zip codes were exactly where the billboards are proposed. She offered another suggestion to staff that instead of their proposal to start from Northern Avenue down to Camelback Road, she would instead reduce that from Glendale Avenue to Camelback Road.

Councilmember Alvarez stated that before they make any decision, they need to know all the facts on how this would affect property values. In addition, she believes any revenue received from billboard fees should stay in the district they were affecting.

Vice Mayor Frate stated that along the Loop 101 there has been a lot of zoning approved for multi-story and mix-retail office buildings. He asked what were the heights of those buildings and if they could be an adequate buffer. Mr. Froke explained that the sports entertainment district was defined, in the city's general plan and zoning policies of the last ten years, as an employment corridor and a very important non-residential component for the three mile stretch of Loop 101. He stated building heights ranged from one to forty stories high. He noted the stadium was approximately 225 feet high. Vice Mayor Frate asked if the existing billboard was 80 feet tall and if staff was proposing 60 feet. Mr. Froke stated he was correct. Vice Mayor Frate noted that buildings will be added in between and will serve as buffers. Mr. Froke agreed.

Councilmember Martinez wondered about a newspaper article stating the city had no standards regarding billboards and billboards were only reviewed on a case-by-case basis. Mr. Froke explained the city has no standards for digital billboards; however, they do have them for conventional billboards. He noted the digital billboards were currently dealt with through the PAD zoning process. Councilmember Martinez thanked staff for all the work they have done on this item. He stated that in respect to the funds going to the Yucca district, he still needs some more time to think about this issue. However, his first thought might be that this revenue should be available to all. He remarked that there was still not enough evidence regarding billboards and low property values. Mr. Froke stated staff will continue their research on that issue. Councilmember Martinez noted that if the data confirms property values do decline with the presence of billboards, it might be reasonable to have any revenue go to the Yucca district. He added that in regards to the distance, he believes it was reasonable.

Councilmember Alvarez stated that in response to Councilmember Martinez comments, her suggestion was still for the funds to go to the Yucca district or South and Southwest Glendale. She explained they need to take any opportunity to help the neglected areas and try and make things fair. She added they should not be putting more money in the northern part of Glendale when other parts need it more.

Vice Mayor Frate stated the city has removed billboards along Grand Avenue and billboards are now prohibited. He explained those billboards had been put in place 50 years ago when the communities were still growing. However, they are now being removed to improve the quality of life in South Glendale.

Councilmember Martinez stated he was not looking for money for the northern part of the city. However, his concern was for the employees that were still going through furlough, reduced library hours and decreased city amenities. Therefore, he believes that extra money should go to the general fund to benefit all.

Councilmember Knaack wondered how close any residential community would be to the three mile stretch. Mr. Froke stated the nearest residential community was ¼ mile or 1,320 feet from Loop 101. Councilmember Knaack stated she had no problem with changing the 1,000 to the ¼ mile distance. As far as the illumination sign issue, she believes the sign should be on 24 hours. She said it made no sense to have a digital sign that was turned off in the middle of the night and in fact, it might wake up drivers in the middle of the night. In regards to the funds from the billboards, they should go to the general fund to be used for any city needs.

Councilmember Lieberman commented on the sign-free ordinance that was created in 1987, when there were no freeways, in order to clean up the city. He was concerned with signs being erected and someone buying the property and rezoning it residential. He was confident Glendale will boom again with new developments. He believes this goes against what they have been trying to do since 1987. He would like some additional time to study this item since he still has many issues to consider. He would like to see the text amendments before he makes a decision.

Craig Tindall, City Attorney, explained that the jurisdictional boundaries will dictate who decides what sign goes where. He believes Camelback on the southern border would be the boundary on the Loop 101. Therefore, anything south of Camelback Road would be in Phoenix's jurisdiction.

Councilmember Clark commented on the building heights around Westgate. She supports the idea of eliminating billboards from C-3. She noted this text amendment could stand alone should the billboard issue not move forward. In regards to the funding that might be collected from licensing, she still believes the funding should go into a fund strictly devoted to amenities in the western part of Glendale. She explained that in north Glendale, residents had opposed billboards because it might lower their property values. Therefore, she believes it would be absurd not to compensate the district since they are being penalized.

Councilmember Clark stated that Westgate was a very important business and residential component in Glendale. She took exception to Mr. Froke's comment of it only being an important business component in Glendale. She noted there was certainly a major residential component that will be affected by digital billboards. Mr. Froke explained the point he was trying to make was that the sports and entertainment district was unique to the city with a mixed use employment corridor and retail destination. However, he agreed that Westgate also has a residential component.

Councilmember Clark asked staff to define what "significant development" means in regards to where a digital billboard would be allowed. Mr. Froke explained this issue had not been defined at this point. He noted staff will be developing a plan in the next few months; preferably a plan with some flexibility on what a significant development would look like and believes it will be determined on a case-by-case basis. Councilmember Clark asked if staff had an idea of what a minimal development might look like. Mr. Froke explained that decisions over the summer on ZTA09-01 focused on a minimum size of 120,000 square feet of development. He noted that as discussed earlier, this item was now off the table and back to square one with ZTA11-01. Councilmember Clark indicated that should this text amendment move forward, she hopes staff was ready to provide a greater sense of what the development standards would be. She reiterated her position of creating a special fund for west Glendale.

Vice Mayor Frate commented on when Loop 101 was first constructed and the city's foresight not to allow residential zoning along the 101. In reference to north Glendale not allowing billboards, it was a good decision since homes are built near the freeway. This is not the case in the Yucca district nor will it be since it was not zoned single family homes. It is zoned business, mixed-used, retail and multi-stories. He stated that Councilmember Clark was comparing apples to oranges and the issues were not the same. He believes erecting the billboards won't be a problem since there are no homes there; therefore, nobody is being harmed. Additionally, future zoning does not allow for residential development. He agreed with staff's proposals on the

billboard's criteria, safety and regulations. He thanked staff for the work and research done on this item. He hopes the Council had provided enough input for them to proceed.

Councilmember Clark remarked there was only one place where these billboards could be put up and that was the Westgate area. Therefore, she suggests they decrease the area from Glendale Avenue to Camelback Road.

Councilmember Martinez thanked staff and the Planning Commission for their preparation and extensive research on this item. He also acknowledged the Planning Commission Chair attending tonight. Mr. Froke thanked Council for their input today. He added this was the early part of the process and staff will continue to work on this item through the holidays and revisit with Council in a couple of months.

As no further business was discussed, Vice Mayor Frate adjourned the meeting.

ADJOURNMENT

The meeting was adjourned at 2:35 p.m.

Planning Department Staff Report

DATE: March 1, 2012 **AGENDA ITEM:** 1

TO: Planning Commission

FROM: Tabitha Perry, Assistant Planning Director
PRESENTED BY: Thomas Ritz, AICP, Senior Planner

SUBJECT: **ZONING ORDINANCE TEXT AMENDMENT ZTA11-01: DIGITAL BILLBOARDS – CITYWIDE**

REQUEST: A request by the City of Glendale Planning Department to amend Zoning Ordinance to provide for a new definition and a new section to enact zoning regulations to regulate Digital Billboards (DBB) along the Loop 101 in the Sports and Entertainment District and prohibit billboards in the Heavy Commercial (C-3) zoning district.

REQUIRED ACTION: The Planning Commission must conduct a public hearing and determine if this request is consistent with the General Plan and Zoning Ordinance.

RECOMMENDATION: The Planning Commission should recommend approval.

PROPOSED MOTION: Move to recommend approval of ZTA11-01.

SUMMARY: This is a request to amend the Zoning Ordinance. The amendment will remove the right to erect billboards in the Heavy Commercial (C-3) zoning district and will establish a set of development standards to regulate Digital Billboards along the Loop 101 in the Sports and Entertainment District.

COMMISSION ACTION: Motion made by Commissioner Larson to recommend APPROVAL of ZTA11-01. Motion seconded by Commissioner Shaffer. The motion FAILED with a vote of 3 to 4 with Commissioners Penilla, Shaffer, Williams, and Vice Chairperson Sherwood voting nay.

DETAILS OF REQUEST:

The proposed changes will result in the amendment of the zoning ordinance to prohibit billboards in the Heavy Commercial (C-3) zoning district and address the placement of digital billboards. Following concerns that digital billboard signs were permitted only on land owned by the city, and as part of a lease agreement with the city, this zoning text amendment is proposing to permit Digital Billboard Signs along the Loop 101 in the Sports and Entertainment District between Northern Avenue and Camelback Road. They will continue to be prohibited in all other areas of the city. Unlike previous proposals, they will continue to be prohibited along Loop 101 between 51st Avenue and Bell Road, and they will continue to be prohibited along the Loop 303 and Northern Parkway.

The Zoning Text Amendment will provide a new definition of Digital Billboards matching size and frequency of advertisement change of the two existing billboards on the Park and Ride Lot property in the Sports and Entertainment District. Digital Billboards are proposed to be limited to sites zoned Planned Area Development (PAD). The amendment will require sites to have at least 1,000 feet of freeway frontage, and one-quarter mile (1,320) feet between signs on a single PAD.

Heavy Commercial (C-3) zoning is primarily in the center of the city, including within the Glendale Centerline. There are no properties zoned C-3 north of Thunderbird Road or between 91st Avenue and the Agua Fria River.

CITIZEN PARTICIPATION TO DATE:

Planning Commission Public Hearing:
A Notice of Public Hearing was published in *The Glendale Star* on February 9, 2012. Notification postcards of the public hearing were mailed to the citywide interested parties and property owners within 300 feet of the area where Digital Billboards are proposed to be permitted on February 9, 2012.

Public testimony concerning Freeway Billboard Signs occurred at the Planning Commission meetings of June 2, 2011 and August 4, 2011 as part of ZTA09-01 Zoning Text Amendment Ordinance Update. On June 2, 2011 Planning Commission voted to continue discussion of the section of ZTA09-01 concerning Freeway Billboard Signs to the August 4, 2011 Planning Commission meeting. On August 4, 2011 Planning Commission voted to continue discussion of the section of ZTA09-01 concerning Freeway Billboard Signs to the October 6, 2012 Planning Commission meeting. Prior to the October 6, 2011 meeting, consideration of Freeway Billboard Signs as a part of ZTA09-01 was withdrawn from consideration by the city.

A Notice of Public Hearing for the June 2, 2011 Planning Commission public hearing was published in *The Glendale Star* on May 12, 2011. Notification postcards of the June 2, 2011 public hearing were mailed to the citywide interested parties and property owners within 300 feet of the area where Digital Billboards are proposed to be permitted on May 12, 2011.

Neighborhood Meeting:
On November 9, 2011 from 5:00pm to 6:00pm, a neighborhood meeting was held at the Glendale City Council Chambers, 5850 West Glendale Avenue and approximately 30 people attended. The comments received repeated those previously mentioned concerning fairness and utilizing dimensions and standards of the existing billboard on the city's Park and Ride Lot as the standard for future billboards.

On October 26, 2011, staff, as the applicant, mailed 47 notification letters regarding a neighborhood meeting to property owners within 300 feet of the proposed area within the Sports and Entertainment District and those persons listed as Interested Parties on the City-Wide Additional Notification list. The letter provided a brief description of the text amendment request and provided several ways for individuals to respond with questions or concerns. The letter is attached to the Citizen Participation Final Report.

Applicant's Citizen Participation Plan:
On May 14, 2009, notification letters were mailed to the citywide interested parties list. The Planning Department did not receive any response regarding the request. The Citizen Participation Final Report is attached.

As the subject matter for ZTA11-01, Digital Billboards was also previously considered as Freeway Billboard Signs as a part of ZTA09-01, public notice and public comments concerning this item was also received at the June 2, 2011 and August 4, 2011 Planning Commission public hearing when ZTA09-01 was under consideration.

A legal ad in *The Glendale Star* newspaper was published on November 10, 2011, which indicated which sections of the Zoning Ordinance were proposed to be amended.

Stakeholder's Meetings:
A total of six meetings were held with various stakeholder groups as identified by the Planning Department. Meetings were held in January and February 2009. Several of the stakeholders did participate and provided comments. All of the comments received as part of the updates are available for viewing at the Planning Department. Overall, the responses to the changes were positive. The Homebuilders Association of Central Arizona reviewed the ZTA and had no comments or requests. The Arizona Multi-Housing Association reviewed the ZTA and made recommendations on signage. Valley Partnership reviewed the ZTA and found it to be well organized and thought out. The Arizona Wireless Association reviewed the ZTA and made recommendations.

STAFF FINDINGS AND ANALYSIS:

Findings:

- This is a focused request, proposing an amendment which addresses a specific topic.
- This request should not represent billboard creep, as existing billboards in Glendale will remain unchanged.

- Billboard companies have placed conventional billboards at scattered locations in Glendale on sites zoned C-3, M-1, and M-2.
- The Zoning Ordinance Amendment would eliminate C-3 as one of the zoning districts which allows conventional billboards.
- Eliminating C-3 would help protect existing established neighborhoods and historic districts.
- MAG (Maricopa Association of Governments) has been working to prohibit billboards since 1987.

Analysis:

- By providing a new section concerning Digital Billboards, the current section that addresses billboards will remain unchanged, except for the prohibition of billboards in Heavy Commercial (C-3) zoning districts. Existing billboards will not be converted into Digital Billboards with changeable panels.
- A new section for Digital Billboards will ensure that proposed site locations have demonstrated a significant existing investment in the community, and prevent placement on sites, which could negatively impact neighboring areas.
- There is no support for amending the zoning on other properties to Planned Area Development to permit Digital Billboards.
- The amendment will emphasize that Digital Billboards are only to be erected in proximity to the Sports and Entertainment District.

RECOMMENDATION:

The Planning Commission should recommend approval of ZTA11-01.

ATTACHMENTS:

1. Citizen Participation Final Report (without mailing labels), approved February 6, 2012.
2. Map of the Loop 101 Corridor where Digital Billboards might be erected.

PROJECT MANAGER: Thomas Ritz, AICP, Senior Planner (623) 930-2588
tritz@glendaleaz.com

REVIEWED BY:

Jon M. Froke
Planning Director

Deputy City Manager

TR/df

CITIZEN PARTICIPATION FINAL REPORT

FOR

ZTA11-01
DIGITAL BILLBOARD SIGNS TEXT AMENDMENT

CITYWIDE

ZONING ORDINANCE TEXT AMENDMENTS TO VARIOUS SECTIONS OF THE ZONING ORDINANCE

GLENDALE AZ

APPROVED
Thomas Ritz 2/6/12
SIGNATURE DATE

PREPARED ON: February 2, 2012
PREPARED BY:
Thomas Ritz, AICP
Senior Planner
City of Glendale Planning Department

The purpose of the Citizen Participation Final Report is to provide information regarding the methods and results of the public notification process.

Staff Contact: Thomas Ritz, AICP, Senior Planner
Text Amendment City-Wide

PROJECT DESCRIPTION

This is a Zoning Text Amendment to amend the zoning ordinance to provide definitions and reasonable zoning regulations concerning the locations and operations of Digital Billboards. This new zoning text amendment will implement reasonable regulations concerning Digital Billboards within the City of Glendale.

Section 2.300 Definitions is proposed to be amended to add a definition for digital billboards. A new Section 7.110 – Digital Billboards is proposed to be added to the zoning ordinance. This new section, placed in the General Development Standards section of the ordinance, will apply only to properties located along the Loop 101 in the city's Sports and Entertainment District, between Northern Avenue and Camelback Road, like the existing parts of this section concerning signs, landscaping, buffering, and walls, accessory buildings and uses, off street parking, standards for uses subject to conditions (including adult businesses), wireless communication facilities, and freeway development standards. Sections 7.103 Prohibited Signs and 7.106 Billboards will also be amended to clarify what a reader board is and to prohibit billboards in the C-3 (Heavy Commercial) zoning district.

PUBLIC NOTIFICATION AND CITIZEN PARTICIPATION TECHNIQUES USED

Staff utilized several techniques to involve the public:

On November 15, 2011 staff presented the proposed zoning text amendment to the City Council at their City Council Workshop. Council directed staff to continue working on the amendment. Staff did not perceive any Council consensus for changing the text amendment during the workshop.

On November 9, 2011 from 5:00 pm to 6:00 pm, a neighborhood meeting was held at the Glendale City Council Chambers, 5850 West Glendale Avenue and approximately 20 people attended. A copy of the sign-in sheet is attached as Exhibit C. The comments received repeated those previously mentioned concerning fairness and utilizing dimensions and standards of the existing billboard on the city's Park and Ride Lot as the standard for future billboards.

On October 26, 2011, staff, as the applicant, mailed 47 notification letters regarding a neighborhood meeting to property owners within 300 feet of the proposed area within the Sports and Entertainment District and those persons listed as Interested Parties on the

City-Wide Additional Notification list. The letter provided a brief description of the text amendment request and provided several ways for individuals to respond with questions or concerns. The letter is attached as Exhibit A, and the mailing labels as Exhibit B.

As the subject matter for ZTA11-01, Digital Billboards was also previously considered as Freeway Billboard Signs as a part of ZTA09-01, public notice and public comments concerning this item was also received at the June 2, 2011 and August 4, 2011 Planning Commission public hearings when ZTA09-01 was under consideration.

A legal ad in the *Glendale Star* newspaper was published on November 10, 2011, which indicated which sections of the zoning ordinance were proposed to be amended.

While Freeway Billboard Signs was an item of consideration as part of ZTA09-01, notice of the proposed zoning ordinance amendment and a draft copy of the text of the amendment for ZTA09-01 were placed on the Planning Department page of the City of Glendale's internet site. This web page was updated when the draft zoning ordinance was revised.

PUBLIC COMMENTS

The above methods of communication were successful in obtaining comments regarding the proposed changes. All concerns, issues, and problems expressed during the process have been addressed by staff. There are no concerns, issues, and problems staff is unwilling or unable to address.

Copies of the comments received since the October 6, 2011 Planning Commission Workshop are attached as Exhibit D. Comments received and articles written prior to the October 6, 2011 Planning Commission Workshop were included as attachments to the Planning Commissioner memo or to prior memos to the Planning Commission when Freeway Billboard Signs were being considered as part of ZTA09-01.

Exhibit A

Neighborhood Meeting Notification Letter

Planning Department
Memorandum

DATE: October 26, 2011

TO: Interested Parties & Stakeholders

FROM: Jon Froke, AICP, Planning Director

SUBJ: Zoning Ordinance Text Amendment

The City of Glendale is beginning the process of establishing parameters for digital billboards in the Sports & Entertainment District and reviewing the existing parameters for conventional billboards in an effort to protect neighborhoods. The S&ED is the geographic area adjacent to Loop 101 between Northern Avenue and Camelback Road.

This work will be accomplished through a Zoning Ordinance Text Amendment. The ZTA will require citizen participation efforts, Planning Commission input and recommendation and ultimately City Council adoption.

We are early in the process and wish to receive your input. You are invited to attend a neighborhood meeting to discuss the ZTA. The meeting will be held as follows:

Zoning Text Amendment Neighborhood Meeting
Wednesday, November 9, 2011
5:00 to 6:30 p.m.
City Council Chambers
5850 West Glendale Avenue
Glendale, AZ 85301

Free parking is available in the Glendale Municipal Office Complex parking structure and on adjacent surface streets in Historic Downtown Glendale.

Please contact Thomas Ritz, AICP, Senior Planner, at (623) 930-2588 or tritz@glendaleaz.com if you have any questions or wish to discuss the ZTA before the neighborhood meeting.

We look forward to your participation in this endeavor.

JMF:mc

Exhibit B

List of Interested Parties notified for the November 9, 2011 Neighborhood Meeting and Mailing Labels of Interested Parties on the City-wide Notification list

10.28.11
Stakeholder Contact Information
ZTA11-01
Freeway Billboard Signs

1. **American Outdoor**
   Tom LeClair tom@americanoutdoor.net
   Jonathan Levine Jonathan@Americanoutdoor.net
   Withey Morris
   Jason Morris jason@witheymorris.com

2. **CBS Outdoor**
   David Scott. david.scott@cbsoutdoor.com
   Snell & Wilmer
   Nick Wood nwood@swlaw.com
   Donna Sampson dsampson@swlaw.com

3. **EMRLAND LLLP**
   Ron Rovey ronrovey@gmail.com
   Paul Rovey Paul@rovey.com
   Jon Paladini Law
   Jon Paladini jon@livabilitylaw.com

4. **Earl, Curley & LaGarde**
   Ric Toris rtoris@ecllaw.com

5. **Skyline Consultants, LLC**
   Jason P. Allen Ja.skyline@mindspring.com

6. **Becker Boards, LLC**
   Mark D. Becker mbecker@beckerboards.com

Exhibit C

Copy of the Sign-in Sheet for the Neighborhood Meeting held November 9, 2011

GLENDALE AZ

ZTA11-01 ZONING TEXT AMENDMENT
NEIGHBORHOOD MEETING

5:00 p.m. Wednesday, November 9, 2011
City Council Chambers
Glendale City Hall

Name (Please Print)	Email Address (Please Print)
RON ROVEY	RonRovey@gmail.com
Jon Paladini	jon@livabilitylaw.com
Mark Becker	MBecker@BeckerBoards.com
TOM LECLAIR	Tom@AmericanOutdoor.net
JONATHAN LEVINE	Jonathan@AmericanOutdoor.net
TED LECLAIR	
Alan Beaudoin	abeaudoin@lvadesign.com
Bobbie Garland	
Jim Jassen	JAS management@Cox.Net
DAVID SCOTT	David.Scott@CBSOutdoor.com
JUSTIN LALLEY	JUSTIN.LALLEY@CBSoutdoor.com
Gary Sherwood	garysherwood@cox.net
John Kolodziej	jkolodz@cox.net
Mark Hawlin	Mark.hawlin@CBSoutdoor.com
JULIE JOHNSON	CTYNPICKERS@AOL.COM
Dow Terry	dterry@brandedcities.com
David Downey	daviddowney@clearchannel.com
GARY HUERSON	GARY.HUERSON@COX.NET

Exhibit D

Public Comments Received
Since October 6, 2011

ZTA11-01 ZONING TEXT AMENDMENT - NEIGHBORHOOD MEETING – COMMENT CARD
5:00 p.m. Wednesday, November 9, 2011
City Council Chambers -
Glendale City Hall

Name _____

Company _____

The amendment to the zoning ordinance concerning digital billboards leaves the current section of the zoning ordinance dealing with billboards unchanged with one exception. The change to existing zoning ordinance proposes to prohibit billboards in Heavy Commercial (C-3) zoning districts to protect neighborhoods. A request to the Planning Commission to update the existing zoning ordinance will add a new section regulating digital billboard signs to include: A definition for digital billboard signs-Criteria for digital billboards-Regulations

Proposed Criteria for Digital Billboards • Limited to locations adjacent to the Loop 101 (between Camelback Road and Northern Avenue) • Limited to sites zoned Planned Area Development (PAD) • Amount of development that must occur on a PAD before a Digital Billboard Sign can be erected	**Agree** ___ **Do Not Agree** ___ **Comments:** Agree Agree
Proposed Distances Size & Height on Billboards • Distance between digital billboards – on the same PAD • Distance between digital billboards - on different PADs • Distance from residentially zoned property • Distance from Loop 101 • Maximum square footage • Maximum height	**Agree** ___ **Do Not Agree** ___ **Comments:** Should calculate one image per second [illegible] when traffic is 30 [illegible] Distances calculated by miles, not by length of PADs Protect residential Limit — Limit Limit

Proposed Display Regulations • Daytime and nighttime luminance standards • Dimming based upon ambient lighting conditions (evening, overcast weather) • Animation and video images • Frequency of image changes • Limits on message sequencing (use of multiple digital billboards in a row to convey a message) • Require default black display in the event of malfunction	**Agree ___ Do Not Agree ___ Comments:** S/ not be too frequent for safety reasons Agree
Proposed Operation & Safety Regulations • Limits on hours of operation • Advertisements limited to single frames • Single or multiple frame advertisements • Should City have the right to pre-empt advertisements for public safety emergencies • Adherence to new safety requirements if conclusive research findings develop	**Agree ___ Do Not Agree ___ Comments:** One ad per billboard Agree Agree

Additional Comments

Excellent comment by Mr Kenny about the purpose of these billboards being to inform motorists about Sports & Entertainment traffic

GLENDALE

ZTA11-01 ZONING TEXT AMENDMENT - NEIGHBORHOOD MEETING – COMMENT CARD
5:00 p.m. Wednesday, November 9, 2011
City Council Chambers -
Glendale City Hall

Name Ronald N. Rovey

Company Rovey Farms

The amendment to the zoning ordinance concerning digital billboards leaves the current section of the zoning ordinance dealing with billboards unchanged with one exception. The change to existing zoning ordinance proposes to prohibit billboards in Heavy Commercial (C-3) zoning districts to protect neighborhoods. A request to the Planning Commission to update the existing zoning ordinance will add a new section regulating digital billboard signs to include: A definition for digital billboard signs-Criteria for digital billboards-Regulations

Proposed Criteria for Digital Billboards	**Agree ___ Do Not Agree ___ Comments:**
• Limited to locations adjacent to the Loop 101 (between Camelback Road and Northern Avenue)	Agree
• Limited to sites zoned Planned Area Development (PAD)	Not essential
• Amount of development that must occur on a PAD before a Digital Billboard Sign can be erected	None. Billboards do not relate to the development on the property. Billboards relate entirely to traffic passing by on the freeway.
Proposed Distances Size & Height on Billboards	**Agree ___ Do Not Agree ___ Comments:**
• Distance between digital billboards – on the same PAD	– 500 feet
• Distance between digital billboards - on different PADs	– 250 feet from neighboring property lines
• Distance from residentially zoned property -	– 500 feet
• Distance from Loop 101	– from property line up to 300 feet
• Maximum square footage	– 14 feet x 48 feet
• Maximum height	– 70 feet high

Proposed Display Regulations • Daytime and nighttime luminance standards • Dimming based upon ambient lighting conditions (evening, overcast weather) • Animation and video images • Frequency of image changes • Limits on message sequencing (use of multiple digital billboards in a row to convey a message) • Require default black display in the event of malfunction	Agree ___ Do Not Agree ___ Comments:
Proposed Operation & Safety Regulations • Limits on hours of operation • Advertisements limited to single frames • Single or multiple frame advertisements • Should City have the right to pre-empt advertisements for public safety emergencies • Adherence to new safety requirements if conclusive research findings develop	Agree ___ Do Not Agree ___ Comments:

Additional Comments

_____

_____

_____

_____

_____

_____

Ritz, Thomas

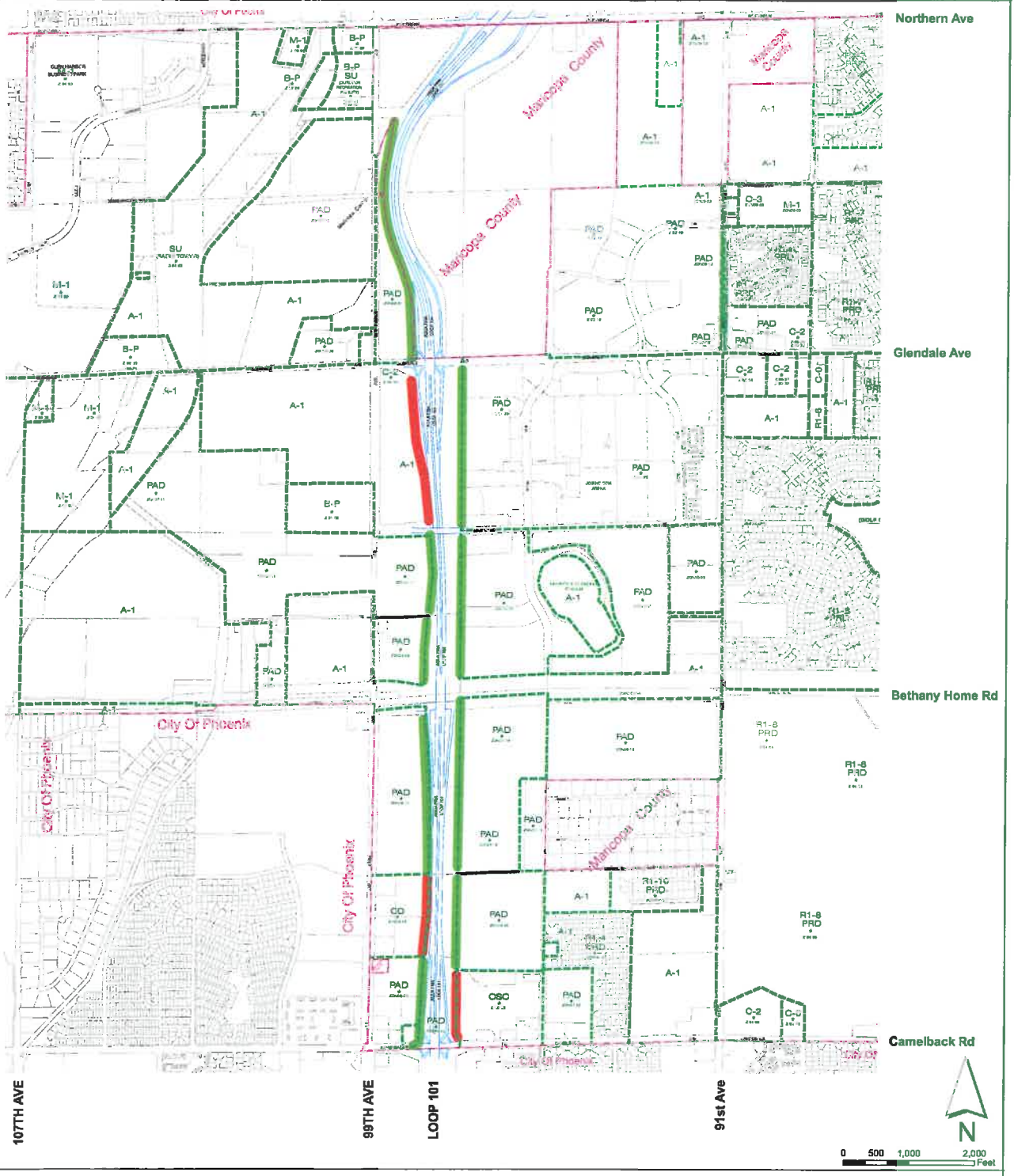
From: John Krystek [johnkrystek@cox.net]
Sent: Saturday, November 12, 2011 8:47 AM
To: Ritz, Thomas
Subject: Billboard Proposal

Sir, if I may offer my input. I would suggest that the boards only be allowed in the Sports Entertainment District as long as they do not border a residential area. I feel these billboards or any billboards for that matter detract from a residential neighborhood and thus would negatively affect the home values and quality of life of those residents. Thanks,

John Krystek
17457 N 60th Ave
Glendale, Az 85308
602-978-8566

Digital Billboard Signs

LOOP 101



LEGEND

- APPROVED PLANNED AREA DEVELOPMENT (PAD) INCLUDES AT LEAST 1,000 FEET OF LINEAR FRONTAGE
- LOT HAS 1,000 FEET OF LINEAR FRONTAGE AND IS NOT ZONED PAD (REZONE WOULD BE REQUIRED)

Prepared By City of Glendale Planning Department: September 2011

ORDINANCE NO. 2806 NEW SERIES

AN ORDINANCE OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AMENDING GLENDALE CITY CODE CHAPTER 21.1 (MODEL CITY PRIVILEGE (SALES) TAX CODE) BY INCREASING THE PRIVILEGE TAX RATE FOR THE ADDITIONAL TAX UPON TRANSIENT LODGING FROM 3.4% TO 5.0%; DEDICATING THE PROCEEDS FROM THE INCREASED TAX RATE FOR TOURISM PROMOTION; AND SETTING FORTH AN EFFECTIVE DATE OF AUGUST 1, 2012.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That Glendale City Code Chapter 21.1 (Model City Privilege (Sales) Tax Code), Sec. 21.1-447 is hereby amended by increasing the privilege tax rate for the additional tax upon transient lodging as follows:

Sec. 21.1-447. Rental, leasing, and licensing for use of real property: additional tax upon transient lodging.

In addition to the taxes levied as provided in Section 21.1-444, there is hereby levied and shall be collected an additional tax in an amount equal to ~~three and four-tenths percent (3.4%)~~ <u>five percent (5%)</u> of the gross income from the business activity of any hotel engaging or continuing within the City in the business of charging for lodging and/or lodging space furnished to any transient.

SECTION 2. That the proceeds resulting from the tax rate increase referred to in Section 1, above, shall be dedicated to expenditures for tourism promotion.

SECTION 3. The provisions of this Ordinance shall become effective on August 1, 2012.

[Additions are indicated by <u>underline</u>; deletions by ~~strikeout.~~]

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

c_Transient Lodging Privilege Tax.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Diane Goke, Chief Financial Officer

SUBJECT: **INCREASE TRANSIENT LODGING PRIVILEGE TAX (ORDINANCE) (PUBLIC HEARING REQUIRED)**

Purpose

This is a request for City Council to conduct a public hearing and adopt an ordinance amending Glendale City Code Chapter 21.1, Sec. 447, increasing the current additional tax rate upon Transient Lodging (bed tax) Privilege (sales) from 3.4% to 5% and dedicating the proceeds from the increased tax rate for tourism promotion, effective August 1, 2012.

Background

Nationally, cities dedicate a portion of their hospitality-related tax revenues, generated via a bed tax, to fund their respective community's tourism and marketing efforts to attract new visitors. The state law allowing the City Council authorization to increase this tax requires that a portion of the additional revenue be dedicated toward promotion of the hospitality industry. Locally, Mesa, Phoenix, Scottsdale, and Tempe dedicate a portion of their bed tax towards this effort; most communities use their Convention and Visitor Bureau (CVB) to meet this objective.

Annually, Arizona receives over $18 billion in tourism-related revenue. Increasing the amount of funding for the Glendale CVB funding through the bed tax adjustment will allow Glendale's hotels and other businesses, such as restaurants, bars and retail establishments, to capture a larger portion of tourism-related business while enhancing economic vitality throughout the city.

Previous Council/Staff Actions

On September 25, 2007, Council adopted ordinance 2589 new series amending the Glendale City Code to enhance the public safety fund by four tenths of a percent (.4%), thereby increasing the bed tax rate to 3.4%.

On June 28, 1988, Council adopted ordinance 1552 new series amending the Glendale City Code to establish a 3% bed tax rate.

Community Benefit

As Glendale continues to expand its reputation as a sports and entertainment destination market for Arizona and points beyond, the opportunity to attract more visitors greatly increases. Increased tourism in Glendale will directly result in more bed tax revenue to the city. The resulting increase in this revenue will directly contribute to and supplement services provided to the community, including services offered by the CVB.

Public Input

The CVB met with representatives from all 12 Glendale hotel properties. The purpose of these meetings was to receive their input on increasing the city's bed tax rate in order to expand CVB marketing and sales initiatives that would positively impact visitor spending and hotel room nights. One hundred percent (100%) of all Glendale hoteliers were in support of raising the city's additional tax on the Transient Lodging (bed tax) rate to 5% if the additional revenues were dedicated to CVB operations and initiatives to promote tourism in Glendale.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website's home page sixty (60) days in advance of today's meeting.

Budget Impacts

The increase to the current bed tax from 3.4% to 5.0% is expected to generate approximately $500,000 for FY 2012-13. This additional revenue will be dedicated to the Glendale CVB operations to enhance tourism related initiatives in the community.

Recommendation

Conduct a public hearing, waive reading beyond the title and adopt an ordinance amending Glendale City Chapter 21.1, Sec. 447, increasing the current additional tax rate upon Transient Lodging (bed tax) from 3.4% to 5% and dedicating the proceeds from the increased tax rate for tourism promotion, effective August 1, 2012.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Diane Goke, Chief Financial Officer
SUBJECT:	INCREASE TRANSIENT LODGING PRIVILEGE TAX (ORDINANCE) (PUBLIC HEARING REQUIRED)

1. Ordinance

ORDINANCE NO. 2807 NEW SERIES

AN ORDINANCE OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, AMENDING GLENDALE CITY CODE CHAPTER 21.1 (MODEL CITY PRIVILEGE (SALES) TAX CODE) BY INCREASING PRIVILEGE AND USE TAX RATES BY SEVEN-TENTHS OF ONE PERCENT (.7%), EXCEPT FOR THE PRIVILEGE TAX RATE ON THE BUSINESS OF RENTING OR LEASING REAL PROPERTY FOR RESIDENTIAL PURPOSES, MINING AND THE ADDITIONAL TAX UPON TRANSIENT LODGING; AND SETTING FORTH AN EFFECTIVE DATE OF AUGUST 1, 2012.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That Glendale City Code Chapter 21.1 (Model City Privilege (Sales) Tax Code) is hereby amended by increasing privilege and use tax rates by seven-tenths of one percent (.7%), except for the privilege tax rate on the business of renting or leasing real property for residential purposes, mining and the additional tax upon transient lodging. The following Privilege and Use Taxes are hereby amended as follows:

Sec. 21.1-405. Advertising.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of "local advertising" by billboards, direct mail, radio, television, or by any other means. …

Sec. 21.1-410. Amusements, exhibitions, and similar activities.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%)of the gross income from the business activity upon every person engaging or continuing in the business of providing amusement that begins in the city or takes place entirely within the City, …

Sec. 21.1-415. Construction contracting: Construction contractors.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business upon every construction contractor engaging or continuing in the business activity of construction contracting within the City.

…

Sec. 21.1-416. Construction contracting: Speculative builders.

(a) The tax rate shall be equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in business as a speculative builder within the City.

...

Sec. 21.1-417. Construction contracting: Owner-builders who are not speculative builders.

(a) At the expiration of twenty-four (24) months after improvement to the property is substantially complete, the tax liability for an owner-builder who is not a speculative builder shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of: ...

Sec. 21.1-422. Jet fuel sales.

(a) The tax rate shall be at an amount of ~~$.021 cents~~ $.028 per gallon sold from the business activity upon every person engaging or continuing in the business of selling jet fuel.

...

Sec. 21.1-425. Job printing.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of job printing, which includes engraving of printing plates, embossing, copying, micrographics, and photo reproduction.

...

Sec. 21.1-427. Manufactured buildings.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income, including site preparation, moving to the site, and/or set-up, upon every person engaging or continuing in the business activity of selling manufactured buildings within the City. Such business activity is deemed to occur at the business location of the seller where the purchaser first entered into the contract to purchase the manufactured building.

...

Sec. 21.1-430. Timbering and other extraction.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the following businesses:

(1) Felling, producing, or preparing timber or any product of the forest for sale, profit or commercial use.

(2) Extracting, refining, or producing any oil or natural gas for sale, profit, or commercial use.

...

Sec. 21.1-435. Publishing and periodicals distribution.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business activity of:

(1) Publication of newspapers, magazines, or other periodicals when published within the City, measured by the gross income derived from notices, subscriptions, and local advertising as defined in section 21.1-405. In cases where the location of publication is both within and without this State, gross income subject to the tax shall refer only to gross income derived from residents of this State or generated by permanent business locations within this State.

(2) Distribution or delivery within the City of newspapers, magazines, or other periodicals not published within the City; measured by the gross income derived from subscriptions.

Sec. 21.1-444. Hotels.

The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of operating a hotel charging for lodging and/or lodging space furnished to any: ...

Sec. 21.1-445. Rental, leasing, and licensing for use of real property.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of leasing or renting real property located within the City for a consideration, to the tenant in actual possession, or the licensing for use of real property to the final licensee located within the City for a consideration including any improvements, rights, or interest in such property; provided further that: ...

Sec. 21.1-450. Rental, leasing, and licensing for use of tangible personal property.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of leasing, licensing for use, or renting tangible personal property for a consideration, including that which is semi-permanently or permanently installed within the City as provided by Regulation.

...

Sec. 21.1-455. Restaurants and bars.

(a) The tax rate shall be at an amount equal to ~~three and two-tenths percent (3.2%)~~ three and nine-tenths percent (3.9%) of the gross income from the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served for consumption on or off the premises, including also the activity of catering. Cover charges and minimum charges must be included in the gross income of this business activity.

...

Sec. 21.1-460. Retail sales: Measure of tax; burden of proof; exclusions.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of selling tangible personal property at retail, except that the tax rate shall be at an amount equal to ~~one and eight tenths percent (1.8%)~~ two and five-tenths percent (2.5%) of the gross income from the business activity upon every person engaging or continuing in the business of selling food for home consumption.

Sec. 21.1-470. Telecommunication services.

(a) The tax rate shall be at an amount equal to ~~five and four-tenths percent (5.4%)~~ six and one-tenth percent (6.1%) of the gross income from the business activity upon every person engaging or continuing in the business of providing telecommunication services to consumers within this City.

...

Sec. 21.1-475. Transporting for hire.

The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of providing the following forms of transportation for hire from this City to another point within the State: ...

Sec. 21.1-480. Utility services.

(a) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the gross income from the business activity upon every person engaging or continuing in the business of producing, providing, or furnishing utility services, including electricity, electric lights, current, power, gas (natural or artificial), or water to: ...

SECTION 2. That Glendale City Code Chapter 21.1 (Model City Privilege (Sales) Tax Code), Article VI (Use Tax), Sec. 21.1-610 is hereby amended to read as follows:

Sec. 21.1-610. Use tax: Imposition of tax; presumption.

(a) There is hereby levied and imposed, subject to all other provisions of this Chapter, an excise tax on the storage or use in the City of tangible personal property, for the purpose of raising revenue to be used in defraying the necessary expenses of the City, such taxes to be collected by the Tax Collector.

(b) The tax rate shall be at an amount equal to ~~two and two-tenths percent (2.2%)~~ two and nine-tenths percent (2.9%) of the:

...

(f) Additional Imposition. The tax rate shall be at an amount equal to ~~$.021 cents~~ $.028 per gallon of jet fuel upon every person storing or using such property in this City.

SECTION 3. Pursuant to A.R.S. § 42-6011, the tax rate increase in Sec. 21.1-445 (Rental, leasing, and licensing for use of real property) does not apply to the business of renting or leasing real property for residential purposes.

SECTION 4. The provisions of this Ordinance shall become effective on August 1, 2012.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager
c_Transaction Privilege (Sales) Tax.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Diane Goke, Chief Financial Officer

SUBJECT: **INCREASE OF PRIVILEGE TAX RATE (ORDINANCE) (PUBLIC HEARING REQUIRED)**

Purpose

This is a request for City Council to conduct a public hearing and adopt an ordinance amending Glendale City Code Chapter 21.1 to increase the current Privilege (sales) tax rate by seven-tenths (.7) of one percent to a total of 2.9%, across all categories excluding residential rental, mining, and transient lodging, effective August 1, 2012.

Background

Since 2009, city sales tax collections have declined substantially due to the economic downturn. City sales tax, which constitutes the largest portion of the General Fund operating revenue, went from seven years of annual growth of greater than 5%, to a three year trend of steady decline. At its peak in FY 2006-07 collections totaled approximately $63.6 million; for FY 2011-12 collections are approximately $51.9 million.

FY 2012-13 Budget

After a comprehensive analysis of departmental budgets and the fixed costs associated with the general operations of the city, staff recommends an increase of seven-tenths (.7) to select categories of the privilege tax rates. This increase will bring the total city sales tax rate to 2.9%.

Glendale has not raised the General Fund's portion of its sales tax rate since 1990. Increasing select rates by seven-tenths (.7) is expected to raise approximately $23 million for the General Fund in FY 2012-13. This additional revenue, in combination with about $9 million in expenditure reductions to the General Fund operating budget, will fund the redefined operational and service needs of the community.

A forecast of revenues and expenditures assuming the additional revenue realized from this action indicates the General Fund operating budget will return to a healthier state in approximately five fiscal years with an ending fund balance of $14 million. Considering this, staff is recommending that at such time Council should explore the possibility of repealing all or some of the tax increase.

In addition to addressing the forecasted revenue shortfall over the next five fiscal years, the increase in sales tax revenue will enable staff to better pursue refinancing and restructuring of the MPC and PFC outstanding debt. This, coupled with a focus on fiscal restraint, will allow for the systematic rebuilding of the General Fund balance and may result in an improvement in the city's bond ratings.

Previous Council/Staff Actions

At the May 22, 2012 Meeting, Council adopted a preliminary budget for FY 2012 -13.

At the April 23, 2012 Budget Workshop, staff presented the City Manager's Recommended Budget for FY 2012-13 that reflected the input Council provided during the eight budget workshops. This budget called for a seven-tenths (.7) increase to the privilege tax rate.

At the February 7, 2012 Budget Workshop, Council began a systematic review of each departments' operating budget in order to determine possible areas to reduce operational expenses for the FY 2012-13 budget.

Community Benefit

Adjusting the privilege tax rate in select categories by seven-tenths (.7) will prevent the elimination or reduction of key city services that are funded from the General Fund. Services that are currently provided from the General Fund budget include but are not limited to: the majority of the police and fire protection budget (67%); parks, recreation, and library services; a portion of the transportation services budget (21%); street maintenance, code compliance, development services such as planning, building safety, and engineering; and the Community Action Program office.

Public Input

All eight budget workshops were open to the public and were posted publicly per state requirements. The Council budget workbook materials were posted publicly along with each of the workshop's meeting agenda.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website's home page sixty (60) days in advance of today's meeting.

Budget Impacts & Costs

For the FY 2012-13 budget, the increase in select privilege tax rates is expected to generate approximately $23 million for the General Fund. The rate will be effective August 1, 2012.

Recommendation

Conduct a public hearing, waive reading beyond the title and adopt an ordinance amending Glendale City Code Chapter 21.1 to increase the current Privilege (sales) tax rate by seven-tenths (.7) of one percent to a total of 2.9%, across all categories excluding residential rental, mining, and transient lodging, effective August 1, 2012.

Horatio Skeets for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Diane Goke, Chief Financial Officer
SUBJECT:	INCREASE OF PRIVILEGE TAX RATE (ORDINANCE) (PUBLIC HEARING REQUIRED)

1. Ordinance

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services

SUBJECT: **FISCAL YEAR 2012-13 PROPERTY TAX LEVY (PUBLIC HEARING REQUIRED)**

Purpose

This is a request for City Council to conduct a public hearing on the proposed Fiscal Year (FY) 2012-13 property tax levy. The primary property tax rate will remain unchanged at $0.2252 per $100 of assessed valuation for FY 2012-13. The secondary property tax rate will increase from $1.3699 per $100 of assessed valuation to $1.6753 for FY 2012-13. The total property tax rate will increase to $1.9005.

Background

Arizona state law requires Council to set the property tax levy by the third Monday in August.

Arizona's property tax system consists of two tiers. The primary property tax levy has state-mandated maximum limits; however, it can be used by a city for any purpose. The primary property tax revenue is included in the General Fund's operating budget. The secondary property tax levy is not limited; however, it can be used only to retire the principal and interest on a municipality's bonds. The secondary property tax revenue funds much of the city's capital improvement plan.

All Truth in Taxation requirements of A.R.S. 42-17107 have been met. A Truth in Taxation hearing is not required; according to the Property Tax Oversight Commission's letter of April 30, 2012, a Truth in Taxation hearing is required only if the city chose to levy a primary rate greater than $0.2592. The public notice requirements of A.R.S. 42-17103 also have been met.

Previous Council/Staff Actions

City Council reviewed the FY 2012-13 tentative budget and adopted a resolution formally approving the tentative operating, capital, debt service and contingency appropriation budget at the May 22, 2012, evening meeting. At that time, Council also gave notice of the date for the June 12, 2012, public hearings on the FY 2012-13 final budget and the FY 2012-13 property tax levy and the June 26, 2012, date for the adoption of the FY 2012-13 property tax levy. Public notices regarding this information were published in the *Glendale Star* on May 31 and June 7, 2012.

The 8th budget workshop occurred on April 23, 2012.
The 7th budget workshop occurred on April 17, 2012.
The 6th budget workshop occurred on April 3, 2012.
The 5th budget workshop occurred on March 20, 2012.
The 4th budget workshop occurred on March 6, 2012.
The 3rd budget workshop occurred on February 28, 2012.
The 2nd budget workshop occurred on February 21, 2012.
The 1st budget workshop occurred on February 14, 2012.

At the January 10, 2012 Council meeting, an ordinance was adopted authorizing the refunding/restructuring of outstanding water/sewer revenue obligations and Municipal Property Corporation (MPC) excise tax revenue bonds and authorizing the issuance of these bonds in an amount not to exceed $99 million and $70 million respectively.

At the January 3, 2012 Council workshop, staff presented the debt management plan and options related to refinancing outstanding MPC debt and refunding outstanding water/sewer debt.

Community Benefit

Glendale's budget is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the city's direction for public services, operations and capital facilities and equipment. It also provides the community with a better understanding of the city's ongoing needs for stable revenue sources to fund public services, ongoing operations and capital facilities and equipment. The budget provides Council, residents and businesses with a means to evaluate the city's financial stability.

Public Input

All eight budget workshops were open to the public and were posted publicly per state requirements. The Council budget workbook materials were posted publicly along with each of the workshop's meeting agenda.

In accordance with the posting requirements of A.R.S. 9-499.15, a notice of this rate increase was posted to the city website's home page sixty (60) days in advance of today's meeting.

Public notices were printed in the May 31 and June 7, 2012 issues of *The Glendale Star* regarding the date, time and location for the public hearings regarding the FY 2012-13 final budget and the FY 2012-13 property tax levy as well as the date for the adoption of the property tax levy.

Budget Impacts & Costs

It is estimated that the FY 2012-13 primary property tax rate will generate approximately $2.6 million and the FY 2012-13 secondary property tax rate will generate approximately $19.3 million for a total of approximately $21.8 million.

Recommendation

Conduct a public hearing on the FY 2012-13 property tax levy including the primary property at $0.2252 per $100 of assessed valuation and the secondary property tax rate at $1.6753 per $100 of assessed valuation. The total property tax rate will increase from $1.5951 to $1.9005. Adoption of the FY 2012-13 property tax levy is scheduled for the June 26, 2012, City Council meeting.

Horatio Skeete for

Ed Beasley
City Manager

RESOLUTION NO. 4585 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, ADOPTING THE ESTIMATES OF THE AMOUNTS REQUIRED FOR THE PUBLIC EXPENSE FOR THE CITY OF GLENDALE FOR THE FISCAL YEAR 2012-13; ADOPTING A FINAL BUDGET; AND SETTING FORTH THE REVENUE AND THE AMOUNT TO BE RAISED BY DIRECT PROPERTY TAXATION FOR THE VARIOUS PURPOSES.

WHEREAS, pursuant to the provisions of the laws of the United States Government, the State of Arizona, and the charter and ordinances of the City of Glendale, the Council must adopt a final budget for the fiscal year beginning July 1, 2012 and ending June 30, 2013; and

WHEREAS, the tentative budget has been advertised in the City's newspaper of record; and

WHEREAS, the tentative budget was approved by Council on May 22, 2012, by Resolution No. 4576, New Series; and

WHEREAS, as of this date the City Council has conducted a public hearing and entered a special meeting in connection with the adoption of the final budget; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate, exceed that amount for primary property taxes as computed in A.R.S. § 42-17051(A); and

WHEREAS, the proposed expenditures of the Housing Fund are necessary in the efficient and economical operation of the housing for the purpose of serving low-income families; and

WHEREAS, the financial plan of the Housing Fund is reasonable in that: (a) it includes a source of funding adequate to cover all proposed expenditures; (b) it does not provide for use of federal funding in excess of that payable under the Performance Funding System regulations; (c) that all proposed rental charges and expenditures will be consistent with provisions of law and the Annual Contributions Contract; and (d) that no public Housing Authority employee, reflected in the budget, is serving in a variety of positions which will exceed 100% allocation of his/her time.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE as follows:

SECTION 1. That the schedules herein contained are hereby adopted for the purpose as hereinafter set forth as the final budget for the City of Glendale for the fiscal year 2012-13.

SECTION 2. That the Council will set the property tax levy on June 26, 2012.

SECTION 3. That upon the recommendation by the City Manager and with the approval of the City Council, expenditures may be made from the appropriation for contingencies; and the transfer of any sums within any specific appropriations may be made only upon the approval of the City Council. The City Manager may use his discretion in utilizing an appropriation that is authorized for a single department so long as the utilization is consistent with the purpose of the appropriation as set forth in the budget.

SECTION 4. That money from any fund may be used for any and all of these appropriations, except monies specifically restricted by Federal and State law, City Charter and ordinances.

SECTION 5. That all sums contained in said estimated expenditures shall be considered as specific appropriation and authority for the expenditures thereof, as provided for and in said budget, the laws of the United States Government, the State of Arizona, the Charter and ordinances of the City of Glendale.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

b_final.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Sherry M. Schurhammer, Executive Director, Financial Services

SUBJECT: **FISCAL YEAR 2012-13 FINAL BUDGET ADOPTION (RESOLUTION) (PUBLIC HEARING REQUIRED)**

Purpose

This is a request for City Council to review the Fiscal Year (FY) 2012-13 final budget, conduct a public hearing on the final budget and convene a special meeting to adopt a resolution formally approving the final operating, capital, debt service, and contingency appropriation budget.

Background

Arizona state law requires the governing board of cities, towns and counties to conduct a public hearing and then convene a special meeting to adopt a resolution approving the final annual budget. The regular evening meeting does not need to be adjourned to convene and conduct the special meeting required for the budget adoption.

Council approval of the tentative budget will set the maximum level of expenditures for FY 2012-13. Adjustments and reallocation of appropriation authority may be made after adoption of the tentative budget although the total amount of appropriation cannot be increased.

Eight Council budget workshops were conducted in February, March and April 2012 to review the draft FY 2013 budget. The City Council budget workbook was prepared to facilitate Council's review of the operating budgets for city departments. The budget workbook materials included a draft FY 2013 budget for each department.

Two of the budget workshops were conducted in April 2012 after staff incorporated revisions to departmental operating budgets that were agreed upon by Council during earlier budget workshops. These two budget workshops were used to review the City Manager's FY 2013 recommended operating budget and the City Manager's FY 2013-22 recommended capital improvement plan.

FY 2013 Operating Budget. The national recession from which the economy is gradually recovering was felt far and wide in the country. Arizona was particularly hard hit with the bursting of the real estate bubble, steep loss of jobs (particularly in the construction industry), decline in the numbers of individuals moving to the state, and a noticeable fall-off in the state's important tourism industry. The clearest evidence of the recession's impact is in the city's General Fund (GF) ongoing revenue. It peaked at $184.2M in FY 2008 and is expected to bottom out in the current FY at about $138M; this is a decline of almost $46.2M or 25% in the city's GF ongoing revenue.

As a result of this steep drop off in ongoing revenue, FY 2013 is the fourth consecutive year that the GF shows a sizeable shortfall between GF ongoing revenue and GF ongoing expenses including transfers. The annual shortfalls (before balancing measures were implemented) that were presented as part of each FY's City Manager's recommended budget are indicated below:

- FY 2010 identified a $14.4M shortfall
- FY 2011 identified a $31.6M shortfall
- FY 2012 identified a $27.1M shortfall
- FY 2013 identifies a $35M shortfall

The two principal balancing actions used 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 example, through mid-January 2012, GF staffing has been reduced by 273 full time employees (FTEs), an 18% reduction from the FY 2009 peak staffing level of 1,501 FTEs, to 1,228 FTEs. Accompanying these staff reductions have been service and program modifications. Impacts to essential health and safety related services and programs have been minimized.

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

On the operating side, the recommended budget provides for:

- Gradual rebuilding of GF fund balance to address the declining GF fund balance.
- Continuation of debt service restructuring to establish a payment stream that is more in line with available resources.
- Continued evaluation of departmental operations to increase effectiveness (adding value) and efficiency (maximizing resources) with reductions in ongoing expenditures where possible.
- Continued stable funding for public safety.
- End of employee furloughs and Memorandum of Understanding deferrals.

- Incorporation of retirement rate changes into the base budget.

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

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

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

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

FY 2013 Capital Budget. On the capital side, the recommended budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase of 0.3054 for FY 2013. As presented to Council during the April 23, 2012 budget workshop and in the City Manager's Recommended FY 2013-22 Capital Improvement Plan memo, the FY 2013 secondary property tax rate increase of 0.3054 is step one of a two-step rate increase that will be staggered over two FYs, with step two being implemented for FY 2014 after Council's review.

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

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

One widespread and long-lasting impact of the recent recession is the unprecedented decline in real estate values. While this is true across the country, Arizona is consistently categorized as one of the hardest hit states for real estate value declines, along with California, Nevada and Florida. In Glendale, the impact has been especially challenging. The downward trend is expected to continue through FY 2014, the fifth consecutive year of property valuation decline, when Glendale's secondary assessed valuation is estimated to drop to $1.05B (the FY 2014 figure is based on the preliminary notices from the Maricopa County Assessor's Office). The $1.05B low will represent a 52% decline from the peak of $2.2B in FY 2009. This unprecedented decline was unimaginable just a few years ago and certainly could not have been predicted based on a long history of changes in assessed valuation.

Organizational Changes to be Incorporated into the FY 2013 Operating Budget. Effective with the FY 2013 final budget, the following organizational changes will be made to realign operations to more closely match the needs of our external and internal customers and to reflect changes to processes to make them even more effective and efficient:

- The Materials Management (purchasing) Division will move from the Compliance and Asset Management Department to the Financial Services Department. This move protects the independence and impartiality of the audit staff.
- The Materials Control Warehouse Division will move from the Compliance and Asset Management Department to the Public Works Department. This relocation pairs similar operations together for greater synergy within Public Works.
- As a result of the changes addressed in the prior two bullet points, the name of the Compliance and Asset Management Department will change to the Internal Audit Department.
- The Mapping and Records Division will move from the Public Works Department to the Planning Division within the Community and Economic Development Department (see below). This relocation pairs similar GIS and mapping operations together for greater synergy.
- In an effort to provide more seamless continuity for development projects from inception to certificate of occupancy, as well as increase communication and customer service for both internal and external clients, the current Planning and Building Safety Departments will move from the development services area to report through the current Economic Development Department. As a result of this change, the current Economic Development, Building Safety and Planning Departments will be combined and work collectively under the new Community and Economic Development Department to provide an opportunity to be even more effective and responsive to businesses despite the significant combined reduction in workforce.
- As a result of the changes addressed in the prior bullet point, the current Development, Neighborhood and Human Services Department will change to the Neighborhood and Human Services Department. In addition, the remaining staff and functions of the current Neighborhood Partnership Office will move to the Code Compliance work group.
- The emergency management component of the homeland security function in the Police Department will move to the Fire Department; the Police Department will retain the homeland security component within its other operations

The FY 2013 budget reflects the reorganization that became effective in June 2011 with the revisions identified in the preceding bullet points. The resulting departments, therefore, are the following for FY 2013 (in alphabetical order):

- City Attorney's Office
- City Clerk Department
- City Court Department
- City Manager Department
- Communications Department
- Community and Economic Development Department
- Financial Services Department
- Fire Services Department
- Human Resources and Risk Management Department
- Intergovernmental Programs Department
- Internal Audit Department
- Mayor and Council
- Neighborhood and Human Services Department
- Non-Departmental
- Parks, Recreation and Library Department
- Police Services Department
- Public Works Department
- Technology and Innovation Department
- Transportation Services Department and
- Water Services Department.

Previous Council/Staff Actions

City Council reviewed the FY 2012-13 tentative budget and adopted a resolution formally approving the tentative operating, capital, debt service and contingency appropriation budget at the May 22, 2012, evening meeting. At that time Council also gave notice of the date for the June 12, 2012 public hearings on the FY 2012-13 final budget and the FY 2012-13 property tax levy and the June 26, 2012 date for the adoption of the FY 2012-13 property tax levy. Public notices regarding this information were published in the *Glendale Star* on May 31 and June 7, 2012.

The 8th budget workshop occurred on April 23, 2012.
The 7th budget workshop occurred on April 17, 2012.
The 6th budget workshop occurred on April 3, 2012.
The 5th budget workshop occurred on March 20, 2012.
The 4th budget workshop occurred on March 6, 2012.
The 3rd budget workshop occurred on February 28, 2012.
The 2nd budget workshop occurred on February 21, 2012.

The 1st budget workshop occurred on February 14, 2012.

At the January 10, 2012 Council meeting, an ordinance was adopted authorizing the refunding/restructuring of outstanding water/sewer revenue obligations and Municipal Property Corporation (MPC) excise tax revenue bonds and authorizing the issuance of these bonds in an amount not to exceed $99 million and $70 million respectively.

At the January 3, 2012 Council workshop, staff presented the debt management plan and options related to refinancing outstanding MPC debt and refunding outstanding water/sewer debt.

Community Benefit

Glendale's budget is an important financial, planning and public communication tool. It gives residents and businesses a clear and concise view of the city's direction for public services, operations and capital facilities and equipment. It also provides the community with a better understanding of the city's ongoing needs for stable revenue sources to fund public services, ongoing operations, and capital facilities and equipment.

The budget provides Council, residents and businesses with a means to evaluate the city's financial stability.

Public Input

The material that was reviewed in the budget workshops is contained in the budget book posted with today's meeting agenda.

Public notices were printed in the May 31 and June 7, 2012 issues of *The Glendale Star* regarding the date, time and location for the public hearings regarding the FY 2012-13 final budget and the FY 2012-13 property tax levy as well as the date for the adoption of the property tax levy.

Budget Impacts & Costs

The annual budget (all funds) for the city is divided into four major components that include all appropriations. The total budget, including all four components, is $579 million for FY 2013. The four components and their respective total amounts for FY 2013 are as follows:

- The *operating budget* finances the day-to-day provision of city services and totals $347.7 million. Since the adoption of the tentative budget at the May 22, 2012, meeting, one (1) million in appropriation authority has been transferred from fund 1840, the city's grant fund, to fund 1780, arena special revenue, for capital-related renewal and replacement expenses at the arena that are tied to the new Coyotes ownership contract. The total appropriation for the

operating budget remains unchanged at $347.7 million and the total appropriation across all funds remains unchanged at $579 million.

- The *capital improvement budget* funds the construction and repair of city assets including roads, public amenities and other infrastructure throughout the city. The capital improvement budget totals $106.2 million.
- The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $86 million.
- The final component of the budget is the *contingency appropriation*, which is made up of fund reserves and is available to cover emergency expenses or revenue shortages should they arise during the fiscal year. The contingency appropriation for this fiscal year totals $39.1 million.

The total budget of $579 million represents a decrease of 9.2% from the FY 2012 total budget of $638 million. The decrease is the result of operating and capital budget reductions to address constrained revenues.

Recommendation

Conduct a public hearing on the proposed final budget and then convene in a special meeting, waive reading beyond the title, and adopt a resolution approving the FY 2012-13 final budget.

Horatio Skuto for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Sherry M. Schurhammer, Executive Director Financial Services Dept
SUBJECT:	FISCAL YEAR 2012-13 FINAL BUDGET ADOPTION (RESOLUTION) (PUBLIC HEARING REQUIRED)

1. Resolution
2. Fiscal Year 2012-13 Budget

GLENDALE

City of Glendale, Arizona

Annual Budget, 2012-2013

CITY OF GLENDALE, ARIZONA
FY 2012-13 ANNUAL BUDGET

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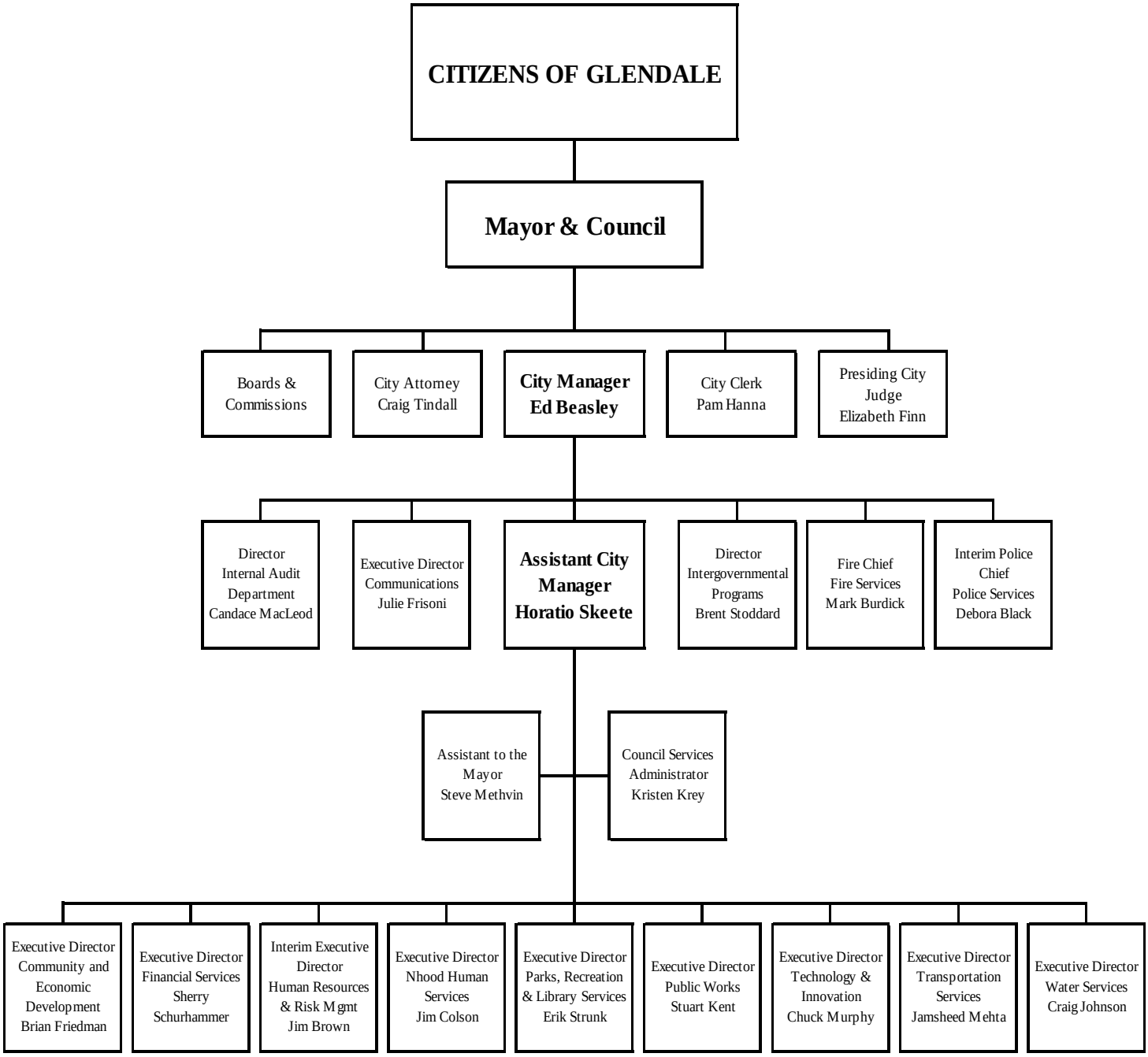
CITY ORGANIZATIONAL CHART

(Effective July 1, 2012)



MAYOR & CITY COUNCIL

Mayor
Elaine M. Scruggs

Vice Mayor
Steven E. Frate
Sahuaro District

Councilmember
Yvonne J. Knaack
Barrel District

Councilmember
H. Philip Lieberman
Cactus District

Councilmember
Manuel D. Martinez
Cholla District

Councilmember
Norma S. Alvarez
Ocotillo District

Councilmember
Joyce V. Clark
Yucca District

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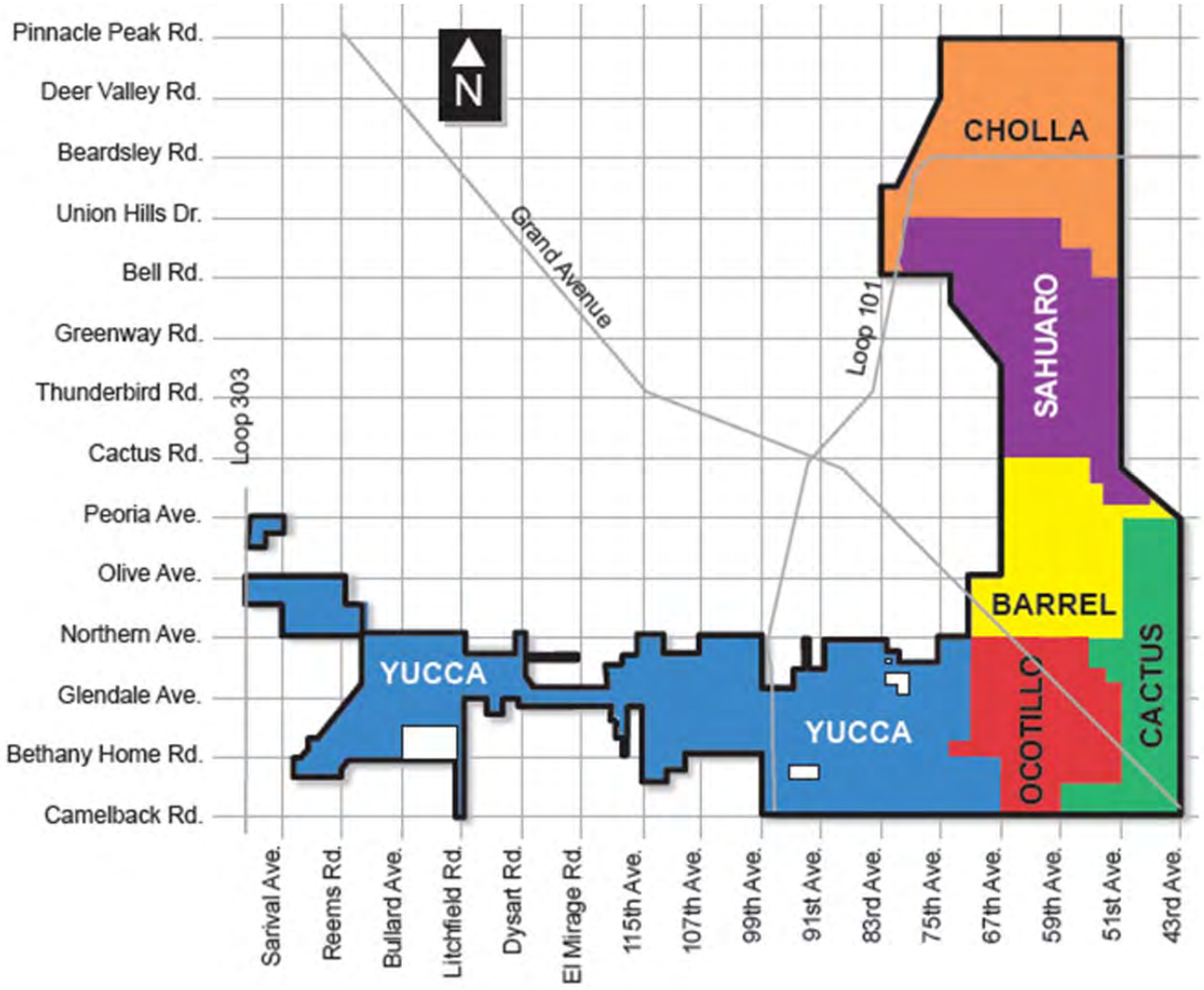
GLENDALE COUNCIL DISTRICT BOUNDARIES



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CITY MANAGEMENT

Mayor

ELAINE M. SCRUGGS

Councilmembers

Steven E. Frate
Vice Mayor
Sahuaro District

Norma Alavarez
Ocotillo District

Joyce V. Clark
Yucca District

Yvonne J. Knaack
Barrel District

H. Philip Lieberman
Cactus District

Manuel D. Martinez
Cholla District

Management Staff

Ed Beasley
City Manager

Horatio Skeete
Assistant City Manager

Department Heads and Directors

Craig Tindall
City Attorney

Pamela Hanna
City Clerk

Judge Elizabeth Finn
Presiding City Judge

Department Heads and Directors, cont.

Sherry Schurhammer
Financial Services

Julie Frisoni
Communications

Candace MacLeod
Internal Audit Department

Jim Colson
Neighborhood & Human Services

Brian Friedman
Community & Economic Development

Mark Burdick
Fire Services

Jim Brown
Human Resources & Risk Management

Brent Stoddard
Intergovernmental Programs

Erik Strunk
Parks, Recreation & Library Services

Debora Black
Police Services

Stuart Kent
Public Works

Chuck Murphy
Technology & Innovation

Department Heads and Directors, cont.

Jamsheed Mehta
Transportation Services

Craig Johnson
Water Services

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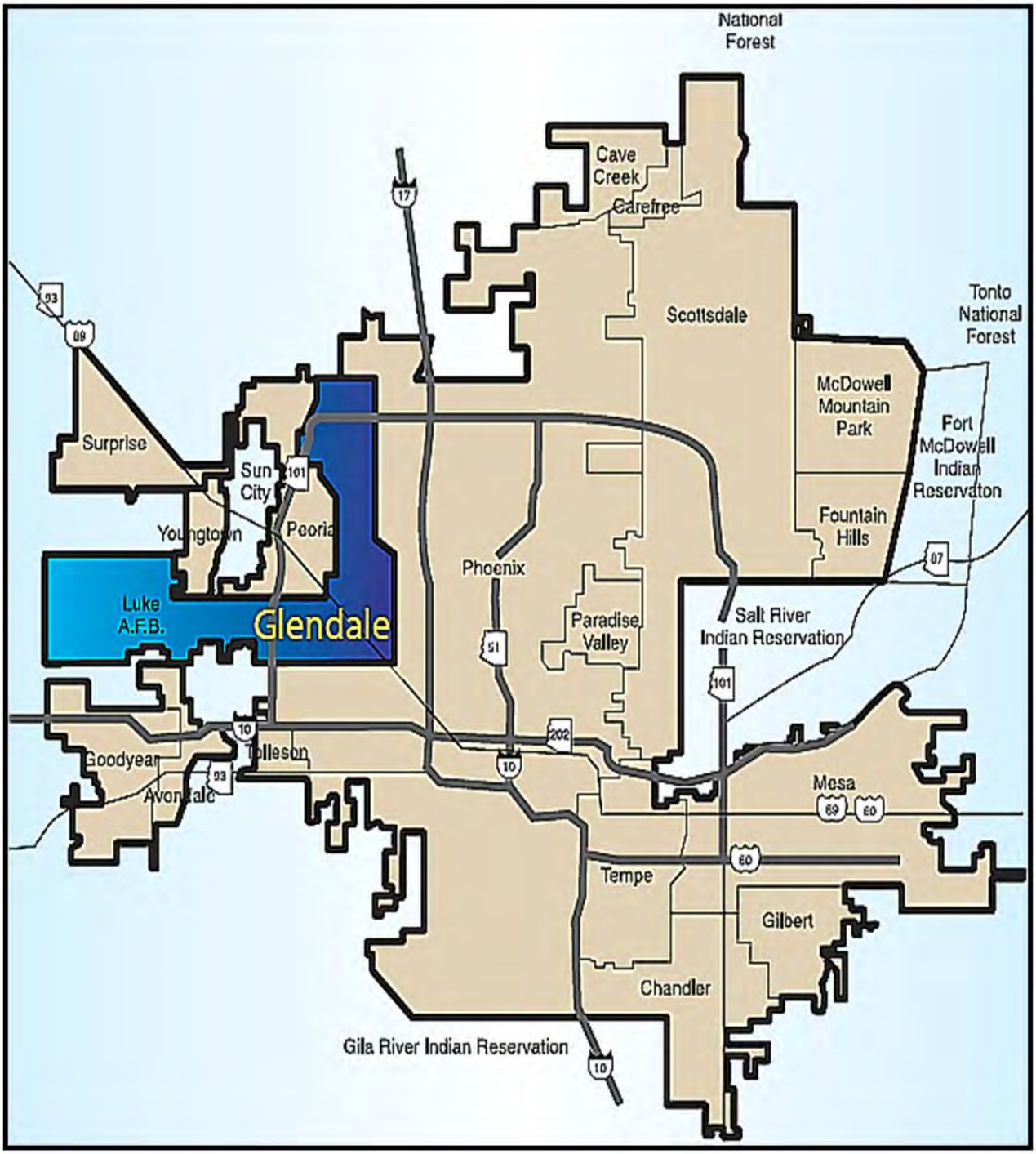
MAP OF GLENDALE AND NEIGHBORING COMMUNITIES



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CITY OF GLENDALE, AZ
Financial Organization Chart

TOTAL FY 2013 BUDGET
$579,000,000

- **OPERATING $347,724,647**
  - **General Fund Group $171,553,045**
    - 1000 General $126,118,156
    - 1040 General Services $8,992,555
    - 1100 Telephone Services $981,990
    - 1120 Vehicle Replacement $2,795,693
    - 1140 PC Replacement $3,166,124
    - 1190 Employee Groups $20,000
    - 1220 Arts Commission Fund $166,090
    - 1240 Court Security/Bonds $658,044
    - 1260 Library $155,000
    - 1280 Youth Sports Complex $322,000
    - 1281 Stadium Event Operations $2,883,873
    - 1282 Arena Event Operations $18,207,054
    - 1283 CamelbackRanch EventOperations $28,852
    - 1740 Civic Center $687,728
    - 1780 Arena Special Revenue $1,117,000
    - 1790 Stadium City Sales Tax - AZSTA $2,399,570
    - 1870 Marketing Self Sust $1,303,130
    - 2530 Training Facility Revenue Fund $1,496,186
    - 2538 Glendale Health Center $54,000
  - **Special Revenue Fund Group $67,254,270**
    - 1300 Home Grant $773,117
    - 1310 Neighborhood Stabilization Pgm $600,000
    - 1311 N'hood Stabilization PgmIII $1,684,188
    - 1320 C.D.B.G. $2,336,844
    - 1340 Highway User Gas Tax $6,742,342
    - 1650 Transportation Grants $456,820
    - 1660 Transportation Sales Tax $11,822,518
    - 1700 Police Special Revenue $14,240,490
    - 1720 Fire Special Revenue $6,559,036
    - 1760 Airport Special Revenue $600,451
    - 1820 CAP Grant $1,287,197
    - 1830 Emergency Shelter Grants $174,160
    - 1840 Grants $12,706,392
    - 1842 ARRA Stimulus Grants $1,967,324
    - 1860 RICO Funds $3,895,270
    - 1880 Parks & Recreation Self Sust $1,231,083
    - 1885 Parks & Recreation Designated $177,038
  - **Capital Fund Group $40,468**
    - 1980 Streets Constr. - 1999 Auth $6,066
    - 2000 Hurf Street Bonds $1,030
    - 2040 Public Safety Construction $2,000
    - 2060 Parks Construction $6,857
    - 2080 Gov't Facilities - 1999 Auth $3,734
    - 2100 Economic Dev. Constr-1999 Auth $2,000
    - 2180 Flood Control Construction $5,213
    - 2210 Transportation Capital Project $13,568
  - **Enterprise Fund Group $82,096,532**
    - 2360 Water and Sewer $48,094,774
    - 2440 Landfill $6,978,339
    - 2480 Sanitation $14,323,309
    - 2500 Pub Housing Budget Activities $12,700,110
  - **Internal Services Fund Group $26,780,332**
    - 2540 Risk Management Self Insurance $3,024,506
    - 2560 Workers Comp. Self Insurance $1,407,000
    - 2580 Benefits Trust Fund $22,348,826
- **CAPITAL OUTLAY $106,162,512**
- **DEBT SERVICE $86,015,975**
- **CONTINGENCY $39,096,866**

For a description of major fund sources please refer to the Budget Summary starting on page 29. You can navigate to the description by clicking the funding source you would like more information about.

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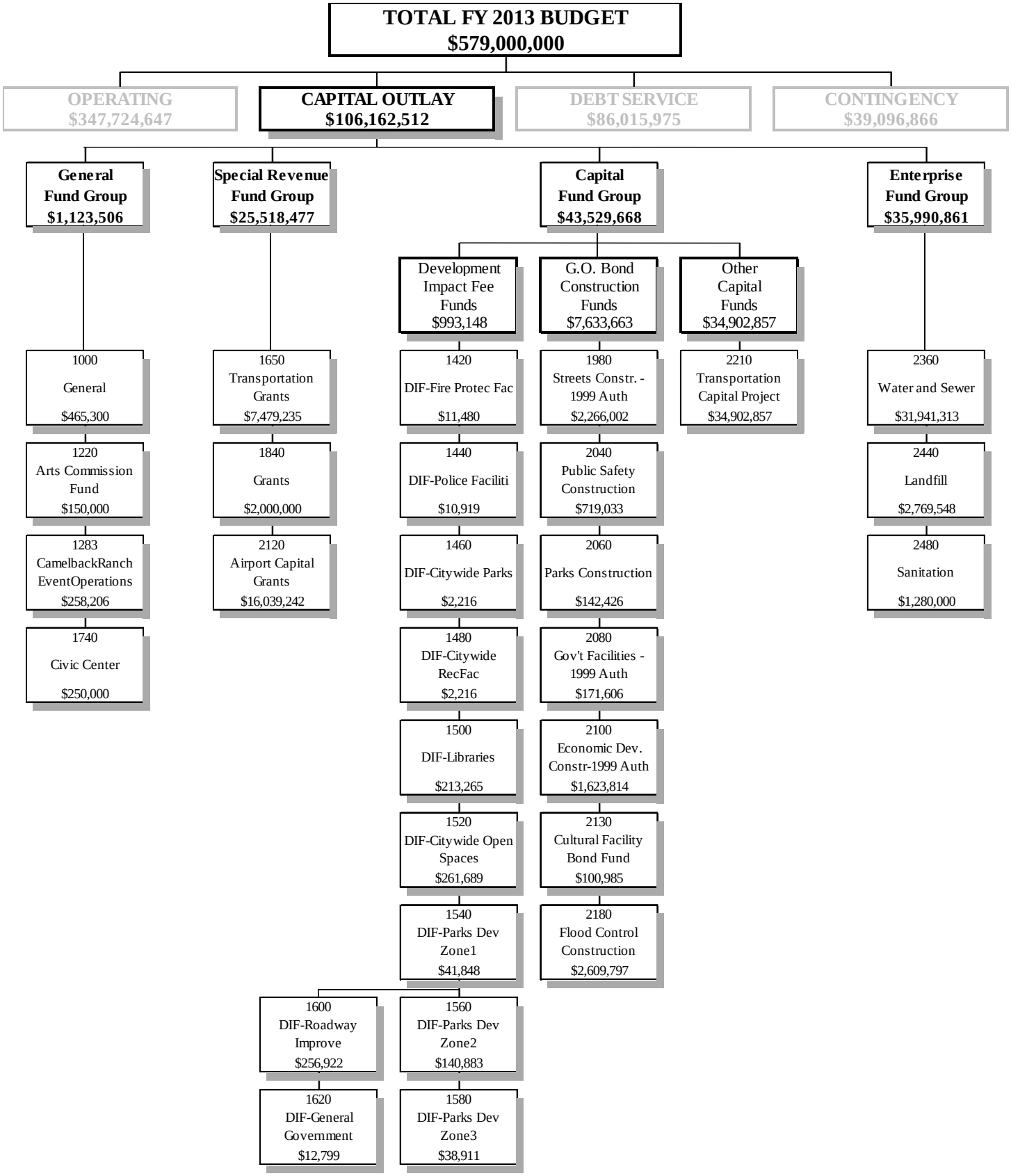
CITY OF GLENDALE, AZ
Financial Organization Chart



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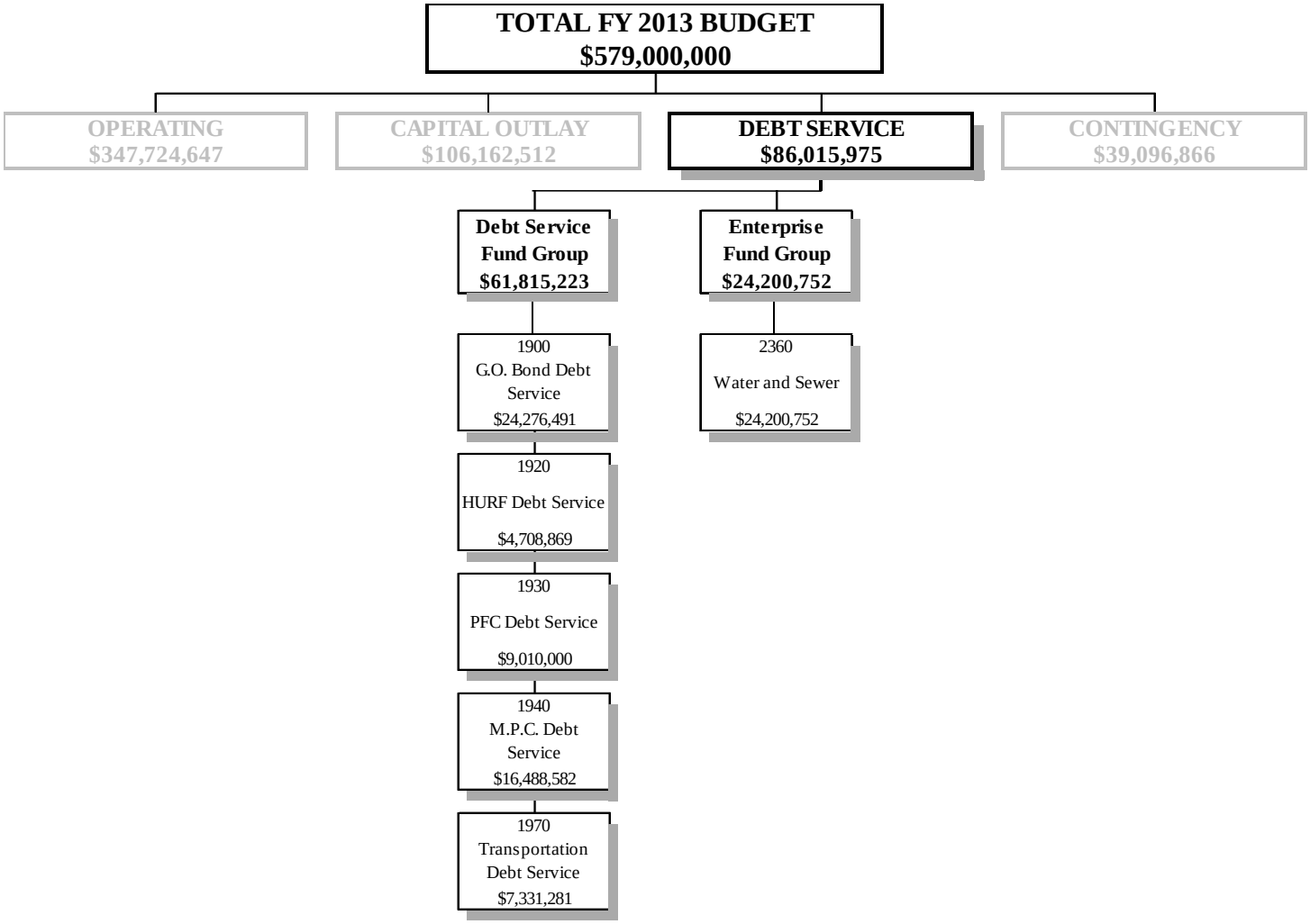
TOTAL FY 2013 BUDGET
$579,000,000
OPERATING
$347,724,647
CAPITAL OUTLAY
$106,162,512
DEBT SERVICE
$86,015,975
CONTINGENCY
$39,096,866
Debt Service Fund Group
$61,815,223
Enterprise Fund Group
$24,200,752
1900
G.O. Bond Debt Service
$24,276,491
1920
HURF Debt Service
$4,708,869
1930
PFC Debt Service
$9,010,000
1940
M.P.C. Debt Service
$16,488,582
1970
Transportation Debt Service
$7,331,281
2360
Water and Sewer
$24,200,752

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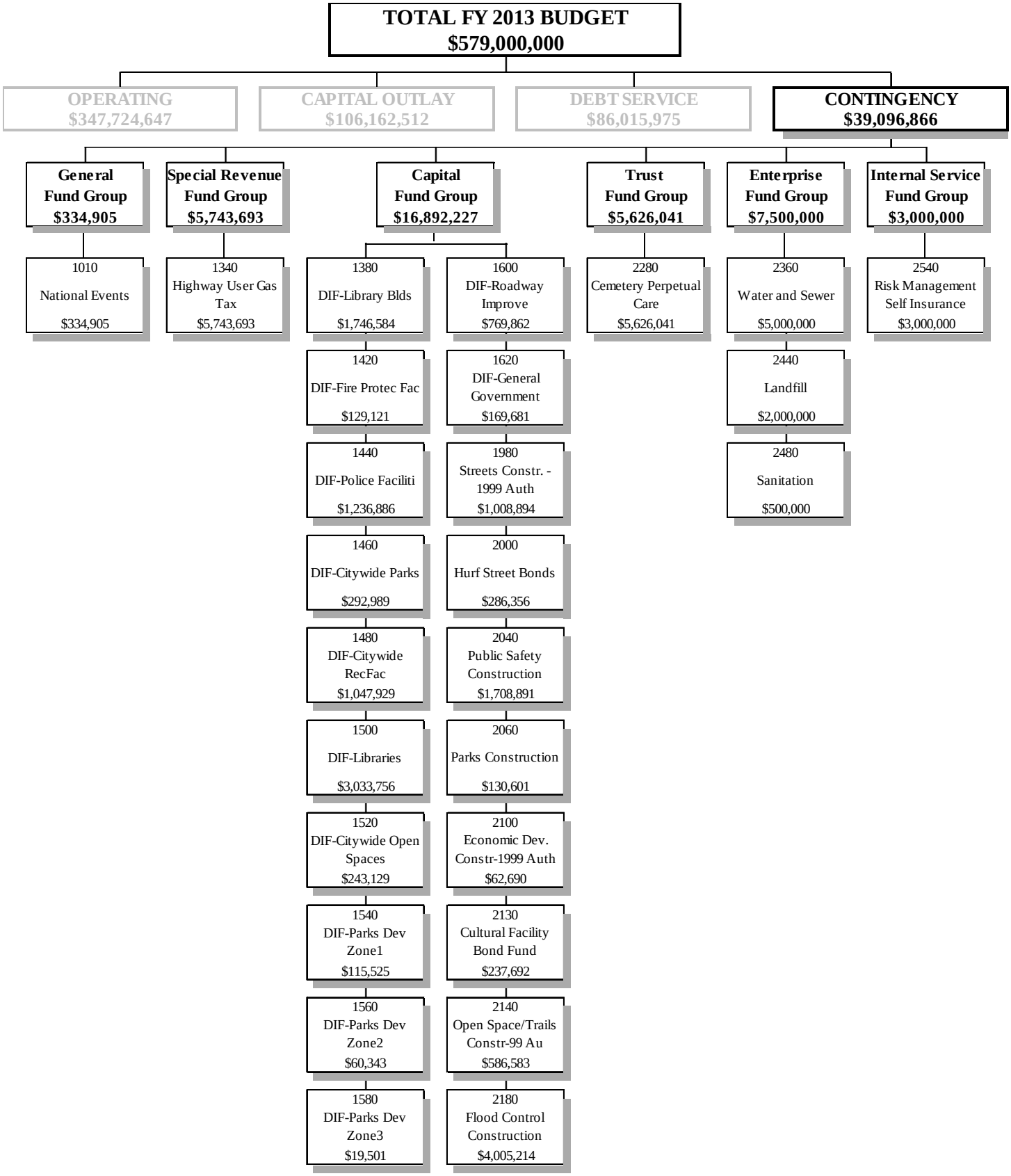
TOTAL FY 2013 BUDGET
$579,000,000
OPERATING
$347,724,647
CAPITAL OUTLAY
$106,162,512
DEBT SERVICE
$86,015,975
CONTINGENCY
$39,096,866
General Fund Group
$334,905
Special Revenue Fund Group
$5,743,693
Capital Fund Group
$16,892,227
Trust Fund Group
$5,626,041
Enterprise Fund Group
$7,500,000
Internal Service Fund Group
$3,000,000
1010 National Events $334,905
1340 Highway User Gas Tax $5,743,693
1380 DIF-Library Blds $1,746,584
1420 DIF-Fire Protec Fac $129,121
1440 DIF-Police Faciliti $1,236,886
1460 DIF-Citywide Parks $292,989
1480 DIF-Citywide RecFac $1,047,929
1500 DIF-Libraries $3,033,756
1520 DIF-Citywide Open Spaces $243,129
1540 DIF-Parks Dev Zone1 $115,525
1560 DIF-Parks Dev Zone2 $60,343
1580 DIF-Parks Dev Zone3 $19,501
1600 DIF-Roadway Improve $769,862
1620 DIF-General Government $169,681
1980 Streets Constr. - 1999 Auth $1,008,894
2000 Hurf Street Bonds $286,356
2040 Public Safety Construction $1,708,891
2060 Parks Construction $130,601
2100 Economic Dev. Constr-1999 Auth $62,690
2130 Cultural Facility Bond Fund $237,692
2140 Open Space/Trails Constr-99 Au $586,583
2180 Flood Control Construction $4,005,214
2280 Cemetery Perpetual Care $5,626,041
2360 Water and Sewer $5,000,000
2440 Landfill $2,000,000
2480 Sanitation $500,000
2540 Risk Management Self Insurance $3,000,000

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of Glendale

Arizona

For the Fiscal Year Beginning

July 1, 2011

President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Glendale, Arizona for its annual budget for the fiscal year beginning July 1, 2011.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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HOW TO MAKE THE MOST OF THIS DOCUMENT

This budget document serves two primary but distinct purposes. One purpose is to present the City Council and the public with a clear picture of the services the city provides and of the policy alternatives that are available. The other purpose is to provide city management with a financial and operating plan that adheres to the city's financial policies. It also communicates the vision of the City Council and executive leadership team for the City of Glendale and presents the financial and organizational operations for each of the City's departments.

In an effort to assist users in navigating through this document, the following guide is provided.

The document begins with the mayor's message that is addressed to the citizens of Glendale. As such, it provides a strategic overview of the city's infrastructure investments that would be of most interest to Glendale's citizens. A financial organization chart follows this message and provides a high level look at the operating, capital, debt service and contingency budgets. The budget calendar and a description of the budget process will help the user understand the time and effort that the City puts into developing a balance budget.

Budget Message

The city manager's budget message articulates the balancing strategy used to develop the FY 2013 budget as well as policy issues and priorities for the fiscal year. It describes significant changes from the FY 2012 budget and the factors that led to those changes. It also outlines key components of the upcoming budget and discusses underlying administrative practices that support the city's organizational goals.

Budget Summaries

The budget summary offers an overview of the city's finances and examines the following areas:

- The budget components, process and budget amendment policy
- Financial and operational summaries for all major funds
- Historical trends for revenues, expenditures and staffing

Financial Guidelines

This section offers an overview of the City's financial planning practices including the following:

- The Five-Year Forecast provides the long-range financial outlook for city operations with details on how the revenue and expenditure projections are established,
- The Financial Plan discusses short- and long-term strategies that comprise the city's approach to financial planning, and
- The Financial Policies that form the framework and guidelines for overall fiscal planning and management.

Operating Budget

This section provides a closer look at the various functions of each department. Each department has provided a description of its core job functions, goals and objectives for the upcoming year, as well as recent accomplishments, performance measures and other relevant statistics. The budget summaries include both historical and current year financial data for programs and services offered by the department. They also include a summary of the type of expenditures incurred by the department as well as trends on authorized staffing.

FY 2013-2022 Capital Improvement Plan (CIP)

The CIP section outlines all infrastructure improvements and additions and their respective funding sources, along with estimates for the associated operating impacts of each capital project. It starts with a narrative summary and is followed by detailed information such as funding source, project number and project description for both capital and operating costs by year for the first five years of the plan. In addition, the CIP includes five additional "out years" for future planning and discussion purposes.

Schedules

This is the heart of the budget document as an operating and financial plan. These schedules summarize the City's financial activities in various comprehensive, financial formats. For example, all revenue inflows and outflows are summarized on Schedule One, but from here you can delve into the details for any of the those higher level components by reviewing a schedule dedicated to revenues, operating expenditures or debt service payments. The detail schedules summarize information by account categories, operational departments (i.e. public safety, utilities, sanitation, etc.) and bond issuances.

Appendix

This section includes some key city statistics regarding population, household income, occupational distribution, school enrollment and much, much more. You can also find information on the number of parks, libraries, fire and police stations.

A glossary of important financial and budgetary terms that are used throughout the City's budget document and a "frequently asked questions" section, which helps address many of the most important aspects regarding the budget document, is also included.

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FY 2013 BUDGET CALENDAR

July 2011 – February 2012

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

Preparation of FY 2013 operating budget items such as premiums for workers compensation insurance, risk management insurance, vehicle replacement, technology replacement, phone services, and indirect cost allocation. Analysis of revenue trends was also prepared during this time, with periodic updates to the assistant city manager.

September 2011 – February 2012

Capital improvement plan (CIP) budget preparation. This process involved input by departments; the review of project budgets and operating and maintenance budgets by engineering, budget and facilities management staff; the prioritization of projects based on City Council's strategic priorities and financial constraints; a discussion of various financing options by the CIP finance team; and preparation of the Preliminary FY 2013-2022 CIP document for City Council review.

November 2011

1 Status report through the first quarter on the FY 2012 General Fund operating budget revenues and expenditures was presented to City Council.

16-29 FY 2013 operating budget kickoff meetings with the executive leadership team comprised of the assistant city manager, deputy city managers, police and fire chiefs, and City Council appointees.

30 FY 2013 operating budget kickoff meeting with department directors and staff to commence budget input. Input continued through December 23, 2010.

December 2011

7 City Council goal review and strategic planning retreat facilitated by Dick Bowers, President of R.A. Bowers and Associates with special guest Jim Rounds from Elliott D. Pollack and Company (Meeting 1 of 2).

27 Last day for FY 2013 operating budget input by departments.

January 2012

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

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

February 2012

7 The balancing plan for the FY 2013 general fund operating budget and the FY 2013-2022 capital plan was finalized with the assistant city manager and the executive leadership. Delivery of the City Council budget workbook that contained the city manager's recommended operating budget memo, detailed departmental operating budgets and cost of service worksheets was delivered during the week of February 7.

14 1:30 PM – 5:00 PM, 1st operating budget workshop.

21 1:30 PM – 5:00 PM, 2nd operating budget workshop.

28 1:30 PM – 5:00 PM, 3rd operating budget workshop.

March 2012

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

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

April 2012

3 1:30 PM – 5:00 PM, 6th operating budget workshop.

12 Delivery of the preliminary FY 2013-2022 capital improvement plan.

13 Sixty-day (60) posting of the property tax, sales tax, bed tax, and civic center fee increases on the city website's home page in accordance with state statutes. This posting was done 60 days in advance of the June 12, 2012, City Council meeting at which the city sales tax and bed tax increases as well as civic center fee increases will be considered along the FY 2013 budget adoption. A public hearing on the proposed property tax increase also will occur at the June 12, 2012 City Council meeting.

20 Sixty-day (60) posting of the parks, recreation and library fee increases on the city website's home page in accordance with state statutes. This posting was done 60 days in advance of the June 26, 2012, City Council meeting at which the parks, recreation and library fee increases will be considered.

17 8:30 AM – 5:00 PM, 7th operating and capital budget workshop.

23 8:30 AM – 5:00 PM, 8th final operating and capital budget workshop.

The FY 2013 tentative budget schedules were prepared. This included preparation of all schedules such as fund balance analyses, summary of revenues, operating budgets by program and fund, debt service schedules, transfers between funds, summary of property tax levy and tax rate, etc.

May 2012

17 The FY 2013 tentative budget schedules were delivered to City Council in advance of the May 22 council meeting.

22 City Council adopted a resolution approving the FY 2013 tentative budget, directing publication of the tentative budget, giving notice of the June 12 date for the public hearing on the FY 2013 tentative budget and a separate public hearing on the FY 2013 property tax levy and giving notice of the June 26 date for the adoption of the FY 2013 property tax levy.

22 1st clean-up ordinance to City Council regarding FY 2012 inter-fund budget transfers.

31 Publication in ***The Glendale Star*** of FY 2013 budget information as required by state statute.

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

June 2012

5 City Council workshop discussion about a potential reduction in the amount of the sales tax increase on single retail item purchases over $10,000.

7 Second publication in ***The Glendale Star*** of FY 2013 budget information as required by state statute.

The Planning Department presented the FY 2013-2022 CIP to the Planning Commission for review as required by Arizona state law to ensure consistency with the City's General Plan. The Planning Commission sent a letter to the City Council indicating that the FY 2013-2022 CIP is consistent with the Glendale's General Plan.

12 City Council conducted a public hearing on the FY 2013 property tax levy. City Council conducted a separate public hearing on the FY 2013 budget and convened a special meeting to adopt a resolution approving the FY 2013 budget. City Council also conducted separate public hearings on the sales tax and bed tax increases and then voted to approve the rate adjustments, as well as approving Civic Center fee increases.

26 City Council adopted an ordinance approving the FY 2013 property tax levy. City Council also approved parks, recreation and library fee increases.

26 2nd clean-up ordinance to City Council regarding FY 2012 inter-fund budget transfers.

July 2012

1 Start of FY 2013.

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FY 2013 BUDGET PROCESS

OVERVIEW:

The FY 2013 operating and capital budgets are based on council's continued vision of 'one community' and the supporting strategic goals that Council reaffirmed at a December 2009 retreat:

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

Two principal issues for the FY 2013 budget were the ongoing challenges of the economy and the Coyotes National Hockey League team as the main tenant of the city-owned Jobing.com Arena. Both are discussed in detail in the *City Manager's Message* in this document.

Over the course of several months various balancing options for both the FY 2013 operating budget and the FY 2013-2022 capital improvement plan were evaluated. A final balancing plan was established in February 2012 and resulted in the recommended budget presented to City Council at a series of budget workshops held from February to April 2012. For more information please see the *City Manager's Message* in this document

At the conclusion of these budget workshops, the proposed budget was presented to Council for tentative adoption and then, two weeks later, for final adoption. The budget was transmitted to the general public in the form of public hearing notices. These notices included summary budget information, including the date for the public hearing on the property tax levy, as required by Arizona state law. After completing the public hearing for the final FY 2013 budget, the Council adopted it and thereby set the expenditure limitation for FY 2013. A separate public hearing on the FY 2013 property tax levy was conducted at the same meeting as the final budget adoption. Adoption of the property tax levy occurred two weeks later.

The chart on the following page illustrates the broad outline of the FY 2013 budget development process.

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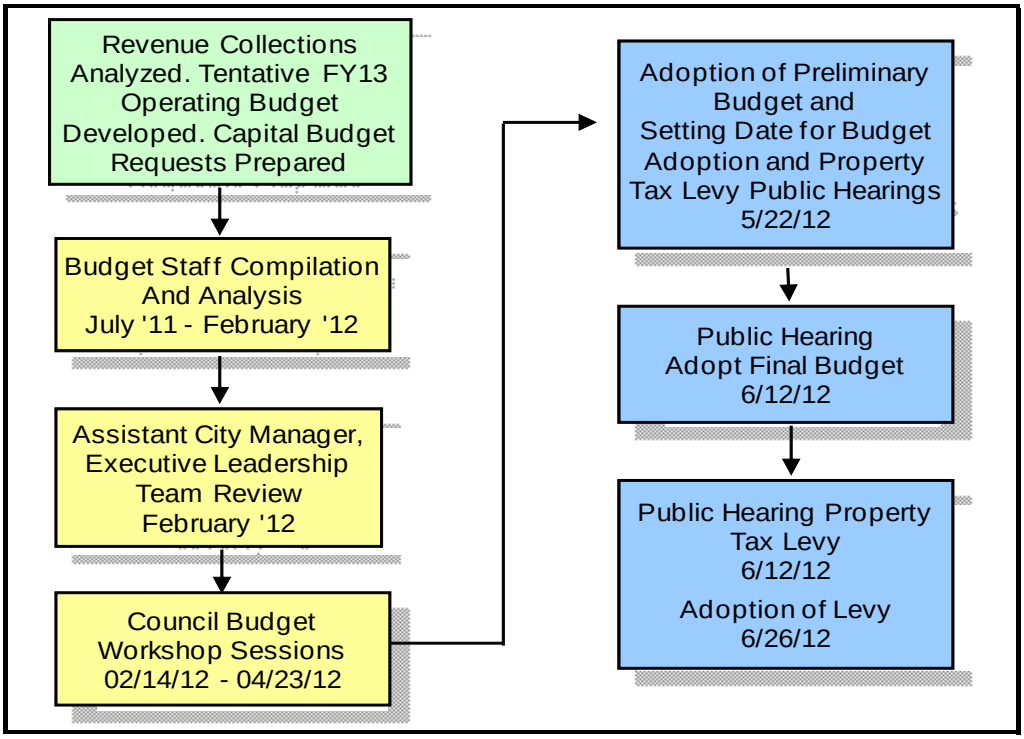

VARIATIONS IN BUDGETING METHODS:

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

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

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

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances on the basis of Generally Accepted Accounting Principles (GAAP). Since FY 2002, the CAFR has

been prepared in compliance with Governmental Accounting Standards Board (GASB) Statement No. 34 requirements. The CAFR shows fund expenditures and revenues on both a GAAP basis and budget basis for comparison purposes. In most cases, this conforms to the way the city prepares its budget with the following exceptions:

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

ACCOUNTING CHANGES:

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

The P.F.C. Debt Service (Fund 1930) mentioned above was created in FY 2012 within the Debt Service Fund Group to track the principal and interest payments associated with the construction and equipment needed for Camelback Ranch. The Public Facilities Corporation (PFC) is a non-profit corporation organized under the laws of the State of Arizona. City Council retains oversight and must approve all debt upon recommendation from the PFC Board of Directors, which consists of four City employees and one private citizen. Although the PFC is a legally separate entity from the City, the PFC is reported as if it is part of the primary government because it sole purpose is to finance and construct public facilities for the City.

Debt service for Highway User Fee Revenue (HURF) bonds will continue to be addressed as it was for FY 2010 thru FY 2012. The City has outstanding HURF bonds for street projects that are backed by a pledge of the HURF monies the city receives from the state. The state reduced the amount of HURF revenue that is distributed to cities from FY 2010 thru FY 2012. Therefore, a portion of HURF debt service will continue to be paid by secondary property tax revenue ($1,354,435), roadway development impact fees ($1 million) and transportation sales tax revenues ($1 million). The remaining $1,354,435 needed for the $4,708,869 debt service payment will be paid for using HURF revenues.

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GLENDALE

Budget Message

Annual Budget, 2012-2013

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Honorable Mayor and Council:

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

This outlook is a result of City Council's continued focus on enhancing long-term fiscal strength and sustainability for the community. This outcome continues to be accomplished through quality economic development and the continuation of strategic investments that build upon those made over the last decade. An example of the former is the Tanger Factory Outlet Centers, Inc., a 368,000 square-foot outlet development, that will include 85 brand names and is scheduled to open before the 2012 holiday season. Its location adjacent to the city's sports and entertainment district is a perfect complement for the Westgate City Center and adjacent Jobing.com Arena and University of Phoenix Stadium where two professional sports teams play.

This outlook also is the result of the strategic management of constrained city resources during the long and deep recession that hit Arizona particularly hard. As a result, the city's FY 2013 budget provides resources to maintain high quality, core services and minimizes the impact of budget reductions in other areas of city services. The FY 2013 budget also continues to position ourselves to be proactive and responsive to opportunities that benefit the community.

The FY 2013 budget total across all funds is $579 million. Despite the declines, the overall budget continues to focus on the Mayor and Council's vision of 'one community' and the supporting strategic goals that Council reconsidered at a December 2011 retreat.

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

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

safety labor groups have fully participated in helping to balance the budget. They have made reductions in their operating budget, implemented operational efficiencies, absorbed vacancies, and made concessions in prior FYs on labor-related items.

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

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

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

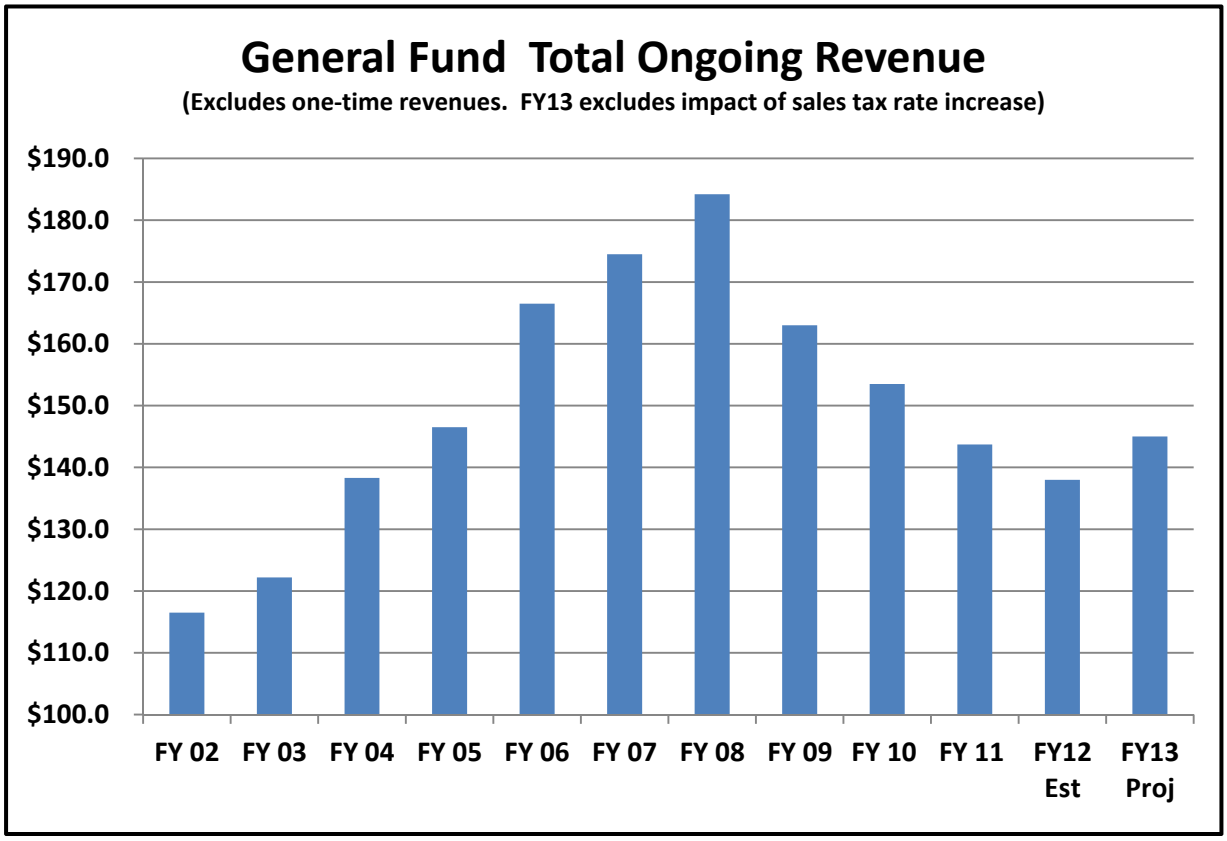
By building fund balance and prudent financial management, the city was able to weather the storm despite the significant shortfalls which occurred in GF revenues.

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

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

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

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

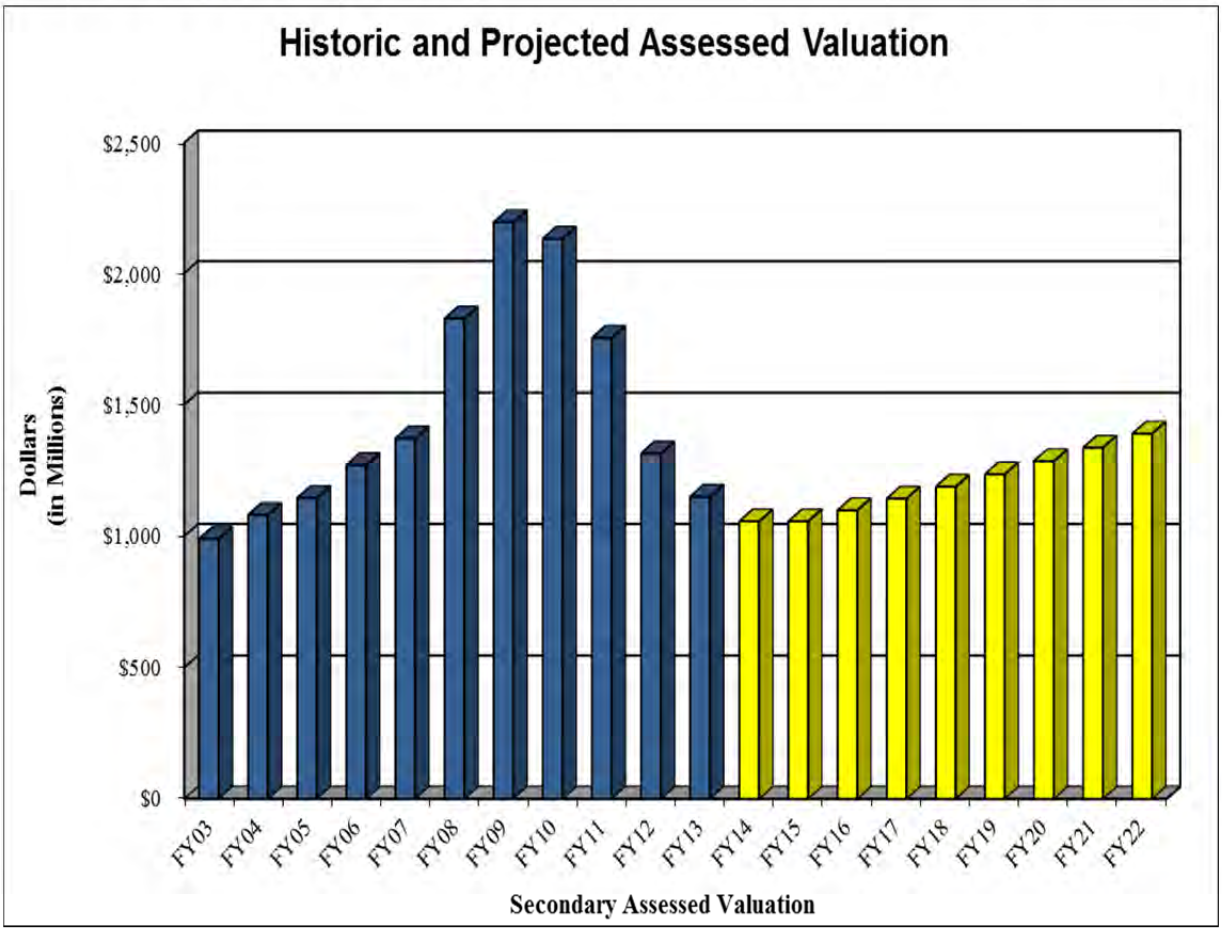


On the capital side, one widespread and long-lasting impact of the recent recession is the unprecedented decline in real estate values. While this is true across the country, Arizona is consistently categorized as one of the hardest hit states for real estate value declines, along with California, Nevada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

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

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

Market values still have not declined below 2003 levels in the worst housing/real estate market. For the future, the chart shows a projection of no change for FY 2015 with modest 4% increases expected in FY 2016 [the 2013 real estate market] and beyond. The modest 4% growth rate is reasonable given the fact that Glendale's annual average growth rate was 8.7% for the 10-year period of 1997 – 2007, representing the real estate markets of calendar years 1994 through 2004 – prior to the run up in property values.



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

In 2001, the City of Glendale entered into various agreements for the purpose of creating a high-quality, diversified economic engine. Council directed staff to establish the city as a destination point through a series of steps over a 10 year period. The purpose of this economic center was to generate new and sustainable revenue sources to support exceptional city services for the community and to develop a signature destination area for tourism. Offices, hotels, entertainment, retail and restaurant facilities were planned to complement the city-owned Jobing.com Arena. A key tenant of the Jobing.com Arena has been the National Hockey League's (NHL) Coyotes team.

In May 2009, the former owner of the Coyotes hockey team unexpectedly filed for federal bankruptcy protection. During the bankruptcy proceedings, the National Hockey League purchased the assets of the Coyotes and, for the past three years, the city has been working with potential buyers of the Coyotes to structure an arrangement that would retain the team in Glendale.

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

- Retention of the team for the full length of the lease at the city's Jobing.com Arena,
- Retention of existing arena revenues to support the annual debt service requirements for the capital construction of the city's Jobing.com Arena, and
- Creation of opportunities for the city to share in new revenue streams that could support exceptional city services to the community and ensure a sustainable future for the city.

These criteria were established because the expenses of managing the arena are offset, in part, with the revenue earned by having the Coyotes as the arena's main tenant. An independent economic impact study from FY 2011 showed that keeping the team for the term of the arena lease and management agreement was valued at between $270 million and $338 million. That is the value to the city today so losing the team to another city would cause significant damage to the Glendale community.

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

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

At the time this memo was written in early May 2012, the city and the NHL were actively negotiating with another interested buyer to take over the team. Therefore, the FY 2013 GF operating budget assumes the general terms of the current agreement moving forward will be in place. The most significant is retention of the team as the anchor tenant of Glendale's Jobing.com Arena. The FY 2013 budget also incorporates the addition of a $17 million arena management fee and $1 million for capital-related renewal and replacement expenses at the arena.

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

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

One critical element of the city's budget strategy that deserves recognition is the city's Innovate Initiative. This initiative is directly tied to the budget process and the city's strategic business model. The Innovate Program provides the organization with access to a team of internal staff that has been trained in process improvement methods for the purpose of examining business activities and identifying opportunities to increase effectiveness (adding value) and efficiency (maximizing resources).

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

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

Ongoing measures included the following steps:

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

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

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

- Technology and vehicle replacement fund contribution reductions.

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

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

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

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

On the operating side, the recommended budget provides for:

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

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

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

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

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

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

For the enterprise funds, an annual review of the rates charged for water, sewer, sanitation collection, and landfill disposal services was completed. No rate adjustments will be made for FY 2013. As a result of the payoff of senior lien bonds (WIFA), the reserve fund of retained earnings and cash totaling approximately $11M is freed up allowing for a refunding that eliminates the need for a rate increase in 2013. These annual reviews of the enterprise funds are done to ensure incoming revenues are sufficient to support operating and capital expenditures for those individual operations. Other fees, such as those charged for plan review and building inspections, are adjusted periodically per the consumer price index (CPI).
Capital Program. On the capital side, the recommended budget provides for a path to improved financial stability for the general obligation (G.O.) bond program that includes a secondary property tax rate increase of 0.3054 for FY 2013. This increase follows a period of 18 consecutive years where the total property rate tax was either held flat or reduced since FY 1995.

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

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

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

Conclusion

As we progress through FY 2013, the city will continue to evaluate revenues and expenditures to ensure we are on the path the Council has charted for the city. We will continue providing quarterly reports to Council on the performance of the GF and the designated sales tax funds. These reports will keep you apprised of how revenues and expenditures are doing when compared with the revenue and expenditure budgets established for FY 2013.

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

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

It is important to thank employees for their active participation in and valuable contributions to the development of the FY 2013 budget. As a service organization focused on providing exceptional services to the community, the employees remain the city's most critical resource.

In closing, I believe the FY 2013 budget is a plan that provides resources to maintain core city services while moving forward with strategies that ensure a positive, sustainable future.

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

Sincerely,

Ed Beasley
City Manager

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GLENDALE

Budget Summaries

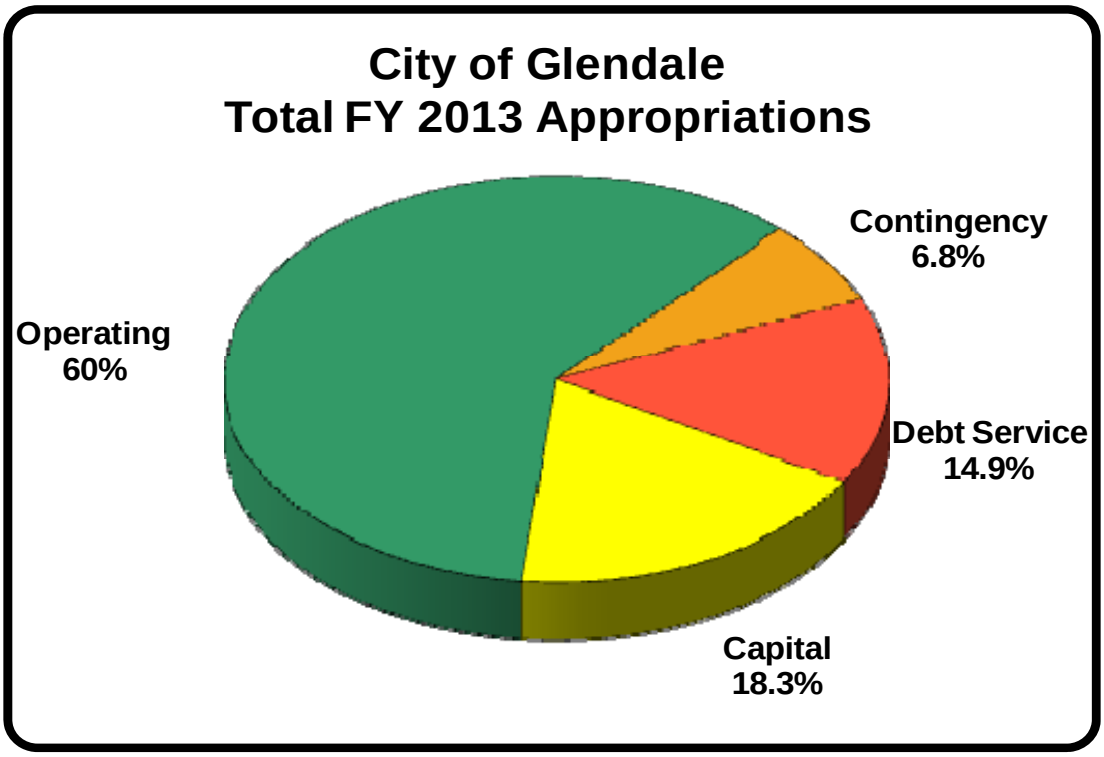
Annual Budget, 2012-2013

BUDGET SUMMARY

The annual budget for the City of Glendale is divided into four major components that include all appropriations for the city and are explained below. The *operating budget* finances the day-to-day provision of city services and totals $347.7 million. The *capital improvement budget* funds the construction of city facilities, such as police/fire stations and libraries, in addition to the construction of roads, public amenities and other infrastructure throughout the city. This year the capital improvement budget totals $106.2 million. The *debt service budget* is used to repay money borrowed by the city, primarily for capital improvements, and amounts to $86 million. The final component of the budget is the *contingency appropriation* at $39.1 million. This appropriation is made up of fund reserves and is available to cover emergency expenses, revenue shortages or capital project acceleration should they arise during the fiscal year.

The total budget, including all four components, is $579 million for Fiscal Year (FY) 2013. This represents a decrease of 9.2% from the FY 2012 total budget of $638 million. The decrease is the result of operating and capital budget reductions that were implemented to address reduced revenue sources because of the recession.

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



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

Operating Budget

The development of Glendale's FY 2013 budget was an open process designed to reflect the needs and desires of the community. Throughout the year, the Mayor, City Council and city staff obtained input from the community through neighborhood meetings, citizen boards and commissions, surveys and other contacts with individuals and groups. The feedback from Glendale citizens received in FY 2011 regarding proposed operating budget reductions via the city web-site, telephone hotline and public meetings in three locations was used again in developing the FY 2013 operating budget.

During the fall of 2012, staff updated the city's *Five-Year Financial Forecast*. The forecast allows various budget scenarios to be tested for their effect on the city's financial condition on a long-range basis. At the same time, the city's CIP Management Team began the process of updating the *Ten-Year Capital Improvement Plan*. In December 2011 and January 2012, City Council conducted a goal review and strategic planning retreat to review progress made on goals and objectives and to identify key objectives for the coming year. City Council's strategic goals did not change from the previous year.

In December 2011, the Financial Services Department kicked off the budget process for FY 2013. This meeting provided an assessment of current economic trends, the revenue outlook for the upcoming fiscal year and the city manager's direction for the development of a balanced budget.

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

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

Consequently, as part of the FY 2013 budget development process, departments proposed reductions to their ongoing General Fund base operating budgets for both salary and non-salary related items. All departments participated and the proposed reductions equated to $9 million of their General Fund operating budgets. Each department head reviewed the proposed reductions

to ensure core services, particularly those related to health and safety, as defined by City Council strategic goals, would continue to be provided. For a more in-depth discussion about the two principal issues that had to be addressed for the FY 2013 budget and the budget actions taken to address them, including the implemented operating budget reductions, see the *City Manager's Budget Message.*

City Council reviewed the city manager's balanced budget in eight public, televised workshop sessions held between February 14 and April 23 to discuss the pertinent issues surrounding the upcoming fiscal year operating, capital and debt service budgets. The draft budget, as revised by City Council, became the tentative FY 2013 budget. It was published and made available for further public review prior to the public hearing and formal adoption of the final budget on June 12, 2012. See the *Budget Calendar* for more details about the timing of various steps in the budget development and adoption process.

Capital Improvement Plan Budget

The city annually updates the *Ten-Year Capital Improvement Plan (CIP)*, which is now based on FY 2013 through FY 2022 and includes $597 million in projects. The first year of the plan is the only year appropriated by Council. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. The final decision to fund a project is made by City Council. Projects include renovations to city buildings, street improvements including pavement preservation, police/fire department communications enhancements and upgrades to water treatment and wastewater collection facilities.

The CIP Management Team includes staff from the Public Works and Financial Services Departments. This team reviewed all CIP projects for their construction costs and their projected impact on the operating budget. Projects with high operating costs are analyzed along with the Five-Year Forecast and may be deferred to ensure the city can absorb the operating impact once the facility opens. For FY 2013, $106.2 million in capital investments is planned and a summary by type of project is provided in Table 1 below.

Table 1: Capital Improvements
(All Dollars in Millions)

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

Refer to the *Capital Improvement Plan* section for more detailed information regarding the projects included in these categories, as well as the funding sources available for each.

Amending the Budget

Once the City Council adopts the annual budget, total expenditures cannot exceed the final appropriation of $579 million for FY 2013. However, with City Council's formal approval, the city can adjust the total appropriations within the funds provided that the budget remains in balance. This means that if one fund's total appropriation is increased, then appropriations from another fund or funds must be reduced by an equal amount.

Inter-fund, inter-departmental or inter-CIP project transfers are approved by City Council as part of the normal course of city business when various council communications detailing pending construction awards, grant awards or professional service agreements are presented at public meetings. All other transfers of this type that did not come forward in a formal council communication during the fiscal year are summarized by the Financial Services Department and presented to City Council during the fourth quarter via the annual clean-up ordinance.

The City Charter allows the city manager the authority to transfer an unencumbered appropriation balanced within an individual city office, department or agency. In practice this authority has been limited to transfers of appropriations within the same fund and department. These types of administrative budget transfer requests are typically reviewed by the relevant operating managers and the Financial Services Department staff before being sent to executive management for final approval. All administrative budget transfers are documented by the Financial Services Department and tracked in the city's computerized financial system.

Fund Descriptions

The City of Glendale uses fund accounting to track revenues and expenditures. Some funds, such as the Streets Fund, are required by state legislation. Others were adopted by the city to track and document revenues and expenditures related to specific operations. The city has seven main categories of funds: general, special revenue, debt service, capital, trust, enterprise and internal service. These categories are used to track the activity of almost 90 separate funds. For example, enterprise funds are expected to be self-supporting through revenue for the services provided. For these funds, the city charges a fee for a specific service, such as sanitation collection, just like any other business would do. A brief description of each fund within each fund category is provided on the pages that follow.

General Fund Group:

General (Fund 1000): The General Fund includes all sources of revenue the city receives that are not designated for a specific purpose. General Fund revenue may be used by the City Council for any legal public purpose. Most city departments receive at least some support from the General Fund. The FY 2013 budget includes a 7/10ths of one cent sales tax increase that is expected to generate an additional $23 million as approved by Council at the April 23 budget workshop. With the increase, the base sales tax rate [General Fund portion] will increase from 1.20% to 1.90%. The additional revenue will be used to cover both operating and debt service expenses funded by the General Fund and will help the city gradually rebuild a fund balance that was drawn down between FY 2009 and FY 2012 to avoid severe service reductions to the community.

National Events (Fund 1010): The National Events Fund was established in FY 2005 to track General Fund cash that was set aside by City Council to pay for community improvements and operations associated with the initial Fiesta Bowl, the 2007 Bowl Championship Series college football game and Super Bowl 2008. The cash reserves were augmented by the collection of fees associated with these events, including parking and shuttle revenue. With the successful completion of the Super Bowl event in February 2008, the remaining fund balance was retained in the fund until FY 2011 when $335,000 was transferred back into the General Fund. The remaining fund balance has been appropriated as contingency in FY 2013.

General Services (Fund 1040) and Telephone (Fund 1100): The General Services and Telephone Funds are used to track income and expenses of the internal services provided to city departments. The General Services Fund specifically covers vehicle maintenance needs and fuel purchased for city vehicles. The Telephone Fund covers expenses related to phone lines, circuits, T1 lines, VPN access, long distance, etc. City departments pay for these services on an actual usage basis. These charges go into each fund as revenues that support the cost of providing the services. Both funds generally carry only a small fund balance because the rate structures are designed to recover only actual costs. Small annual surpluses may occur from time to time, but these are generally returned to city departments when rates are established for the following year. An exception to this general practice has occurred with the Telephone Fund. A fund balance has been allowed to accrue in anticipation of future upgrades and the potential for unforeseen repairs.

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

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

Employee Groups (Fund 1190): This fund was created to track activity related to employee groups such as the Glendale's Exceptional Municipal Staff (GEMS). GEMS plans, organizes and sponsors events such as the annual holiday employee luncheon, conducts fund raising activities for local non-profits and plans periodic social events to provide a setting for informal networking outside of the work environment, with the assistance of various planning committees and employee volunteers. Inflows to the fund include vending machine revenues generated by employee purchases as well as outside donations and sponsorships.

Arts Commission (Fund 1220): One percent (1%) of city construction projects included in the Capital Improvement Program is deposited quarterly into the municipal arts fund. The funds are used to administer the city's public art and performing arts program. Expenditures from the fund are recommended by the Glendale Arts Commission through its annual art projects plan and are subject to approval by the city council. FY 2013 revenue is projected to be $112,082 due to a planned slowdown in construction activity. However, a projected beginning fund balance of $1.3 million will be used to fund operations and any capital related purchases.

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

Library (Fund 1260): This fund is used to track revenues from book sales at our Main, Foothills and Velma Teague branches. Other library fines and fees revenue is included in the General Fund. The FY 2013 projected beginning balance of $316,558 and projected revenues of $184,328 will be offset by budgeted expenditures for book purchases and some temporary/hourly labor costs made from the fund totaling $155,000. Therefore, the ending fund balance is projected to increase to $345,886.

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

Stadium (Fund 1281), Arena Event Operations (Fund 1282) and Camelback Ranch Event Operations (Fund 1283): These funds were created to track the city's operational costs associated with events held at the stadium, arena and spring training venues. All public safety, transportation and marketing costs related to football, hockey, baseball, concerts, trade shows and other events held at these venues are recorded in the corresponding event operations fund. Revenue reimbursement for city services paid by the operations management company for all venues is recorded in the funds. A General Fund operating transfer is made to cover all expenditures that exceed the reimbursement received.

Civic Center (Fund 1740): The Civic Center Fund was created to track revenues and expenses for the downtown facility that contains over 33,000 square feet of meeting and event space. The Civic Center can host as many as 60,000 people at as many as 250 events including weddings, trade shows and conventions in any given fiscal year. This fund was reclassified from the special revenue category to the general fund group in FY 2012 because of the level of support provided by the General Fund. A projected transfer from the General Fund of $296,602 will supplement revenues of $450,440 generated from Civic Center activities in FY 2013 to cover operating and capital related expenditures. For FY 2013, Civic Center rental fees were adjusted upward to reflect market pricing for similar facilities in the metropolitan area.

Zanjero Special Revenue (Fund 1770): This fund is used to track the revenue generated by the Zanjero development just north of Westgate on Glendale Avenue. The Zanjero development is a 158-acre mixed-use project that is planned to include residential, office, retail and hotels. This site is anchored by Cabela's, the world's foremost outfitter of outdoor gear. Revenues collected in the fund are transferred to the MPC debt service fund and are used to pay the debt service related to infrastructure improvements that the city completed for this development. The designated sales taxes for public safety and transportation that are generated at facilities in the Zanjero development are deposited to the appropriate designated sales tax fund.

Arena Special Revenue (Fund 1780): The Arena Special Revenue Fund tracks the revenues generated from Jobing.com Arena events and the surrounding Westgate City Center. The Arena Special Revenue Fund also tracks the operating expenditures associated with arena renewal and replacement to ensure the arena stays modernized. For FY 2013, this fund includes $1 million for capital-related renewal and replacement expenses at the arena. Revenue collected in this fund includes Phoenix Coyote team/arena fees, parking fees and sales taxes. There is a transfer from this fund to the MPC debt service fund to pay the debt service related to the construction costs associated with the arena. The designated sales taxes for public safety and transportation that are generated at the Arena and Westgate City Center are deposited to the appropriate designated sales tax fund.

Westgate City Center opened in November 2006 and already includes 2.8 million square feet of retail, lodging, restaurants, entertainment and office uses. In addition, a new Tanger Factory Outlet Center/Mall, a 368,000 square-foot development is scheduled to open before the 2012 holiday season. Jobing.com Arena is home to the National Hockey League's Phoenix Coyotes and also serves as a first-class venue for concerts, trade shows and other events.

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

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

Stadium City Sales Tax - AZSTA (Fund 1790): This fund was created to track specific University of Phoenix Stadium revenues that are refunded to the Arizona Sports and Tourism Authority (AZSTA) in accordance with signed development, construction and operating agreements. All revenues collected in this clearing house type fund are subsequently disbursed to the AZSTA. The designated sales taxes for public safety and transportation that are generated at the University of Phoenix stadium are deposited to the appropriate designated sales tax fund.

Marketing Self-Sustaining (Fund 1870): This fund tracks the collection and use of revenues related to special events put on by the city's Marketing Department. Examples include vendor rental fees and city costs for downtown special events such as the Jazz N' Blues Festival, Glendale Glitters and the Chocolate Affaire. Although the Communications Department receives contributions from sponsors and collects fees from vendors for these special events, it also is scheduled to receive a transfer of $320,145 from the General Fund to support FY 2013 special events. The General Fund support for this fund was reduced for FY 2012 and that will continue for FY 2013 as this fund has sufficient fund balance to use for operations.

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

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

Revenues and associated operating expenses are tracked in this fund. Although the center will derive a large portion of its business from existing Glendale Regional Public Safety Training Center partners, it is also open to outside organizations that are in need of the more extensive testing requirements associated with public safety personnel physical examinations. FY 2013 projected revenues totaling $65,966 will be offset by operating expenditures of $54,000. Any excess revenues at year end will remain in fund balance and can be used to offset future costs associated with the repair and replacement of medical equipment.

Special Revenue Fund Group:

HURF/Streets (Fund 1340): This fund is used to track Highway User Revenue Fund (HURF) monies that the State of Arizona distributes to cities, towns and counties. This revenue source is commonly referred to as the gasoline tax although there are several additional transportation-related fees that comprise this revenue, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel.

There is a state constitutional restriction on the use of HURF revenues; they must be used solely for street and highway purposes such as maintenance, repair, reconstruction and roadside development. In Glendale, the fund supports street cleaning and maintenance, traffic signs and signals, street lighting and other street-related activities. Any remaining fund balance is appropriated as contingency appropriation that can be used only as directed by Council during the fiscal year.

Local Transportation Assistance (Fund 1640): The Local Transportation Assistance Fund (LTAF) is used to receive state lottery funds distributed to the cities based on population. These funds must be used for transportation purposes including transit programs. Glendale transfers 100% of its LTAF funds into the Transportation Sales Tax Fund.

The state legislature suspended LTAF distributions to cities and towns in FY 2011 and FY 2012 in an effort to balance the state's budget. However, LTAF II distributions were reinstated during the course of FY 2012 and will continue into FY 2013. These revenues are expected to generate $665,234 and have been included in the FY 2012 estimate and FY 2013 adopted budget.

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

are accounted for in this fund. A separate Transportation Construction Fund exists to track transportation related capital expenditures that are paid for by the designated sales tax.

Typically, the city will issue revenue bonds to fund transportation capital projects and deposit the bond proceeds into the Transportation Construction Fund. Debt service payments are then funded with the revenues collected in the Transportation Fund. Each year the Transportation Fund transfers cash into the Transportation Debt Service Fund to cover debt payments. Transfers also can be made from the Transportation Fund to the Transportation Construction Fund to fund capital project construction on a cash basis. This will be done in FY 2013 and accounts for the draw-down of the $26.8 million beginning fund balance.

Police (Fund 1700) and Fire Special Revenue (Fund 1720): In 1994, Glendale voters passed a citizens' initiative that increased the local sales tax by 0.1% to add police and fire personnel and related equipment. In September 2007, Glendale voters passed a separate initiative that increased the local sales tax by another 0.4%, bringing the total public safety tax rate to 0.5%, effective November 1, 2007. Both taxes specified that two-thirds of the revenue would go to police operations and one-third to fire operations. The original tax (0.1%) included all grocery related food sales but the new tax (0.4%) excludes all grocery related food sales. Both taxes specifically prohibit supplanting existing general fund budgets with the sales tax revenue.

The number of authorized positions within the designated sales taxes increased from 42 to 118 for the Police Department, and from 22 to 51 for the Fire Department since the tax rate adjustment became effective on November 1, 2007. The designated sales tax also covers the associated vehicles, equipment and supplies needed to outfit the additional staffing. The Police and Fire Revenue Funds are used to track these revenues and expenditures to ensure compliance with all rules and regulations outlined in the ordinance.

During the course of FY 2013, the balances for these funds are expected to decline to accommodate planned expenses. Even so, these two public safety funds are expected to retain year-end balances equal to approximately 36% of the current year's projected revenues in total, which exceeds the 10% preferred fund balance minimums set per the city's financial policies.

Airport Operating (Fund 1760): This fund was established to track the operating revenues and expenses of the Glendale Municipal Airport. The long-range goal for the airport is to become a self-sustaining operation, at which time the Airport Fund will become an enterprise fund. The airport has already attracted more commercial business traffic with the development of Westgate, the Jobing.com Arena, University of Phoenix Stadium and Camelback Ranch (spring training baseball facility). The Airport Fund is projected to receive a General Fund transfer of $144,415 to augment projected revenue collections of $456,036 in FY 2013.

Grant Funds: The city created a number of individual funds to track grants received from various federal, state and county sources. Individual funds allow the city to comply with the specific financial and reporting requirements of each grantor agency. Separate funds are used to track revenues received from the federal government and any associated expenditures with the HOME Grant (Fund 1300), Neighborhood Stabilization Program (Fund 1310), Neighborhood

Stabilization Program III (Fund 1311), Community Development Block Grant (Fund 1320) and Emergency Shelter Grant (Fund 1830).

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

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

RICO (Fund 1860): Federal anti-racketeering laws permit law enforcement agencies to seize and sell property and proceeds acquired by individuals as a result of their involvement in certain types of criminal activities such as the sale of illegal drugs. The city's RICO Fund tracks the revenue generated from such seizures as governed by the Racketeer Influenced and Corrupt Organizations Act. Expenditures backed by this revenue source must be made for purposes that improve public safety or crime prevention programs and cannot be used to supplant existing funding for law enforcement purposes.

Parks & Recreation Self-Sustaining (Fund 1880): This fund tracks the collection and use of revenues related to self-sustaining programs administered by the Parks & Recreation Department for sports, aquatics and special interest type classes for which fees are charged. In FY 2013 projected revenues of $1,231,600 will be offset by projected expenditures totaling $1,231,083.

Parks & Recreation Designated (Fund 1885): The Parks and Recreation Department has agreements with several local school districts to cover the maintenance of city pools located on school property and jointly owned city/school district parks. The school districts and the city make payments into the fund to cover major maintenance and restoration costs. The fund balance is projected to decrease from $258,995 to $89,257 in FY 2013 as a result of planned expenditures related to designated facilities. This fund also includes a separate division used to track the costs associated with the maintenance of the Elsie McCarthy Park in accordance with a generous donation made by a private party and designated for this purpose only.

Debt Service Fund Group:

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

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

General Obligation (G.O.) Bond Debt (Fund 1900): G.O. bonds require voter authorization and are backed by the taxing authority of the City. These bonds finance projects that City Council select as part of the budget process every year. Arizona law limits the amount of G.O. bonds the City can have outstanding based on the secondary assessed valuation of both commercial and residential property located within the city limits. Financing for the following types of projects are limited to 20% of the city's secondary assessed valuation: parks and recreation, open space and trails, flood control, water and sewer, streets and transportation, and public safety. Financing for general government, economic development, libraries and cultural and historic projects is limited to 6% of the secondary assessed valuation. Secondary property tax revenue is recorded directly into this fund and used to pay G.O. bond debt.

The balance in this fund grew over time as the timing of bond issuances and the commencement of capital construction occurred later than originally planned. This fund balance was used to address the shortfall between the revenue generated from the secondary property tax rate and the annual debt service requirements that developed with the unprecedented decline in property values with the last recession. As presented to Council during the April 23, 2012 budget workshop, the FY 2013 secondary property tax rate increase of $0.3054 is step one of a two step rate increase. Step two will be implemented in FY 2014 after Council's annual review of the property tax rates to ensure future tax rates are set in accordance with required debt service obligations. See the *Capital Improvement Plan* section for a more in-depth discussion.

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

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

Municipal Property Corp (MPC) Bond Debt (Fund 1940): The MPC is a non-profit corporation organized under the laws of the State of Arizona to assist the City in the acquisition and financing of municipal projects and facilities. MPC bonds require City Council approval but

do not require voter authorization. These bonds are backed by the city's excise taxes. For some MPC issuances, the excise tax revenue generated at the location where improvements were funded with MPC bonds is used to offset the respective debt service payment (e.g., Jobing.com Arena and the Zanjero development). The amount of MPC bonds that can be issued is limited by the city's ability to repay the bonds. These bonds often have restrictive covenants requiring a reserve of pledged revenues equal to some multiple of the maximum debt service payment on the bonds.

Street (Fund 1920) and Transportation Revenue Bond Debt (Fund 1970): The Transportation Revenue Bond Debt Fund is for the payment of debt service on revenue bonds used to finance projects that are backed by the designated city sales tax for transportation. This type of bond does not require voter authorization.

Highway User Revenue Fund (HURF) bonds were used for street projects that are backed by a pledge of the HURF monies the city receives from the state. Street capital projects financed with HURF monies require voter authorization. HURF monies will cover $1.35 million and the remaining debt service will be paid by secondary property tax revenue ($1.35 million), transportation special sales tax revenue ($1 million) and roadway development impact fee revenues ($1 million). Given the uncertainty regarding how future HURF revenue will be distributed, these contributions will be monitored closely going forward.

Capital Fund Group:

Construction funds account for financial resources used for the acquisition or construction of major capital facilities and equipment. They are based on the type of general obligation bonds and other types of long-term financing that the city issues. Considerable detail on planned capital projects, their potential operating impacts on the General Fund, Enterprise Funds, debt policies and tax implications are included in the *Capital Improvement Plan* section of this document. Any remaining fund balances in the capital construction funds are appropriated to contingency to cover unanticipated project costs or the unanticipated acceleration of key projects.

Development impact fees have been another major source of funds used for constructing major city infrastructure. These are based on the type of development impact fees the city collects from developers to address the city's capital costs associated with accommodating growth. Separate funds are used to track the collection of fees associated with the construction of libraries, fire and police facilities, parks, roadway improvements, etc. Further information about these types of funds is included in the *Capital Improvement Plan* section of this document.

Trust Fund Group:

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

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

Fund balance invested pursuant to the city investment policy and their related investment earnings accumulate in the perpetual care fund. Although monies may be withdrawn from the fund for cemetery expansion and improvements, none are budgeted in FY 2013. Interest income of $21,505 will increase the projected FY 2013 ending fund balance to $5.6 million of which the entire amount is appropriated as contingency and can only be used pursuant to the perpetual care fund ordinance.

Enterprise Fund Group:

Water/Sewer (Funds 2360, 2380, 2400 & 2420): The Water/Sewer Enterprise Fund supports the provision of water and sewer service to Glendale residents and businesses. It is completely self-supported through water sales, sewer user fees and other related user fees. The fund receives no tax revenue and pays an annual contribution to the General Fund for administrative support services such as personnel, finance and legal services that General Fund departments provide. If the General Fund departments did not provide these services, the enterprise fund would have to contract with outside vendors to receive the services.

All revenues and expenditures associated solely with providing water services to citizens and businesses in Glendale is captured in Fund 2400 (Water). All activity associated solely with providing sewer services is recorded in Fund 2420 (Sewer). Fund 2380 (Water & Sewer bond Debt Service) is used to track activity related to revenue bond financings covering capital improvement projects. Fund 2360 (Water/Sewer) is used to capture any expenditures that are incurred on behalf of both water and sewer operations. For example, administration costs associated with providing oversight to both operations, as well as the expenses associated with the customer service division of the Financial Services Department, which handles the billing accounts for both water and sewer operations, is recorded in Fund 2360.

The Water/Sewer Enterprise Fund balance is expected to decrease from $64.3 million to $38 million (ending fund balance plus contingency appropriation) in FY 2013 because of planned capital expenditures totaling $31.9 million and the debt service requirements associated with revenue bond funded projects totaling $24.2 million. Examples of capital projects include groundwater treatment plant improvements, water reclamation facility improvements, system security enhancements, as well as planned line replacements and extensions. A revenue budget of $77.9 million helps cover the previous expenditures, in addition to the operating budget which accounts for salaries, electricity, chemical treatments, supplies, etc. totaling $48.1 million.

Landfill (Fund 2440): The Landfill Enterprise Fund supports the operation of the Glendale Landfill. City departments, and all private haulers pay tipping fees (based on tonnage disposed) to use the city's landfill. Non-city customers pay higher tipping fees. City Code requires that any excess of budgeted revenues over budgeted expenditures be reserved each year for major landfill improvements, major equipment purchases and the eventual closure costs. The city's successful recycling program has helped to extend the life of the landfill and contribute to our community's effort to improve the environment.

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

Sanitation (Fund 2480): This fund supports refuse collection and disposal services to homes and businesses in the city. It is supported through monthly charges paid by sanitation customers. The divisions in the Sanitation Enterprise Fund pay the Landfill Fund to dispose of solid waste at the landfill. The fund balance is expected to decrease from about $1.8 million to $1.2 million (ending fund balance plus contingency appropriation) in FY 2013 as planned expenditures for large capital equipment (i.e., roll-off trucks, front and side-load trucks, loose trash equipment, etc.) will be made using some of the fund balance. Projected revenues of $14.8 million are offset by operating expenditures totaling $14.3 million

Community Housing Services (Fund 2500): The Housing Fund supports Glendale's public housing program that is part of the Community Partnerships Department. The fund is almost entirely financed by federal housing revenue/grants but it also receives a yearly transfer from the General Fund to help cover personnel administrative expenses. The scheduled transfer for FY 2013 is $307,000 and remains unchanged from the previous fiscal year.

Internal Service Fund Group:

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

Benefits Trust (Fund 2580): The Benefits Trust Fund was created in FY 2001. An actuarial study of health insurance funding recommended the creation of a separate fund would be the best way to develop reserves to meet future cost increases for health-related insurance. During the course of the year, employer and employee contributions for medical, dental and vision insurance are deposited into this fund. Income to the fund comes from premiums charged to each city department based upon employee coverage elections made each year during open enrollment (employer portion). The fund also receives contributions from employees, both current and retired. Premium payments to insurance carriers and related claims expenses are made directly from the fund. The ending fund balance and any contingency appropriation serves as a reserve to cover incurred but not reported claims, as well as a buffer against rising health care costs.

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REVENUES

Total revenues available to the city in FY 2013 from all sources are estimated at $466.3 million, of which $155.3 million or 33.3% goes into the General Fund (GF). Table 1 shows changes expected in the revenue funds included in the table. Please note that numbers in parentheses denote a projected decrease in revenues in FY 2013 from FY 2012.

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

(All Dollars in Thousands)

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

General Fund Group

General Fund (Fund 1000):
The city expects to collect $155.3 million in total GF revenue in FY 2013. Of that amount, $23 million is the additional revenue projected from the 7/10ths of one cent increase in the city's sales tax approved for FY 2013. As part of the FY 2013 budget, the City Council approved an increase of 7/10ths of one cent in the city's undesignated sales tax across all categories (such as retail and restaurants and bars) with the exception of the residential rental and mining categories. The 7/10ths of one cent increase includes food purchased for home consumption. However, food purchased for home consumption with food stamps and other government issued food instruments are exempt from the food sales tax. The sales tax rates increase will become effective on August 1, 2012. The last time the city increased the undesignated portion of its sales tax rate was in 1993.

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

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

The two major sources of revenue for the GF continue to be city sales taxes and state-shared revenues. They have comprised between two-thirds and three-fourths of the GF revenue since FY 2002 and are expected to continue to do so for FY 2013.

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

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

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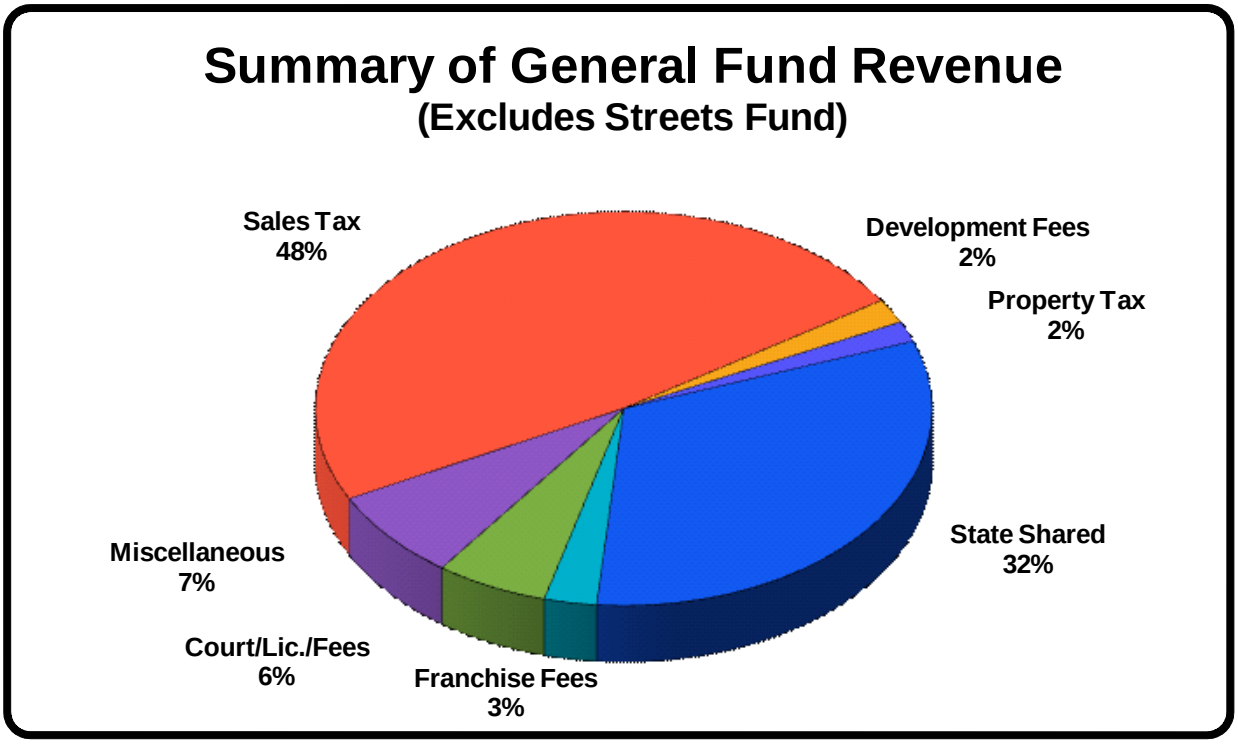
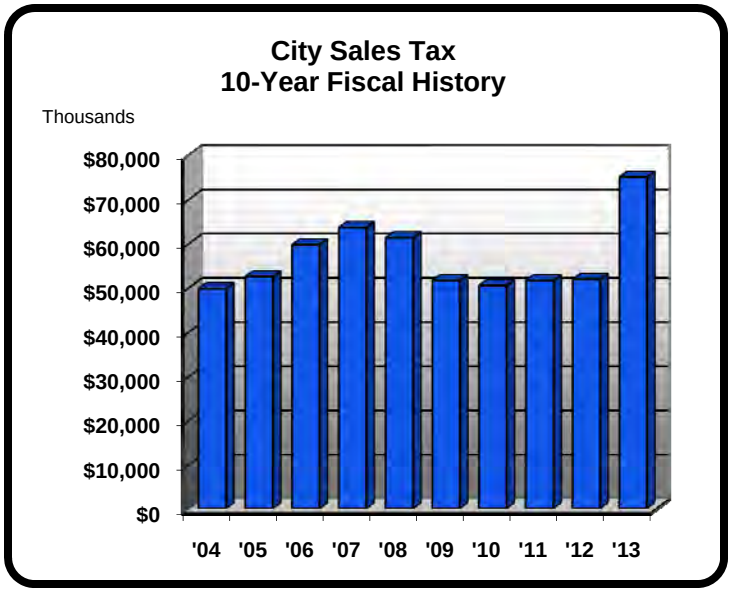


City Sales Tax: City sales tax represents 48% of the GF revenue and is Glendale's largest source of revenue for FY 2013. It also is the one significant revenue source over which the City Council has authority unlike the state sales tax, state income tax, the gas tax or vehicles license fees. The majority of sales tax revenues is derived from retail businesses (approximately 43% of total city sales tax collections). Other major classes of sales tax activity include transportation, communications and utilities, rental businesses and restaurants and bars.

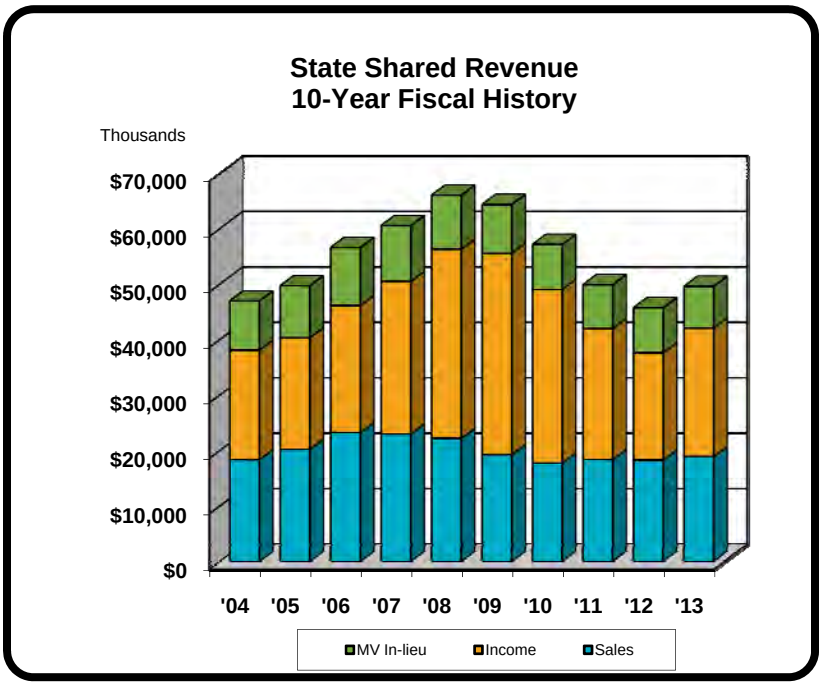


As mentioned previously, City Council approved a rate increase in the undesignated portion of the city's sales tax rate for FY 2013. As a result, general fund will receive 1.9% of the city's 2.9% sales tax with the remaining 1.0% designated for public safety (0.5%) and transportation (0.5%).

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

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

State-Shared Revenues: State-shared revenues include state income tax, state sales tax and motor vehicle in-lieu tax. These three revenue sources are shared with all cities and towns throughout the state. The average annual growth rate for the city's share of state-shared revenue was 6% between FY 2002 and FY 2008. However, starting in FY 2009, a decline started and resulted in four consecutive years of reductions. The FY 2012 estimate of $45.8 million is based on the 2010 census figures and reflects an amount that is less than the FY 2002 distribution.



For FY 2013, the total state-shared revenue is budgeted to increase $3.8 million or 8% to $49.6 million. The increase is largely due to improved income tax collections. Total state-shared revenue for FY 2013 is comparable to the actual collection in FY 2011 (FY 2011 actual collection for state - shared revenue is $49.9 million).

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

The most significant component of state-shared revenue is income tax and it is primarily driven by personal income rather than business income as personal income tax receipts comprise about two-thirds of all Arizona income tax receipts. Income tax revenue distribution to the cities lags by two years. This means the state income tax distribution for FY 2013 will reflect the income tax the state collected in FY 2011. The state's 2011 income tax receipts were higher than the 2010 receipts. As a result, Glendale's share of state income tax revenue is expected to increase by $3.9 million or 20.2% from $19.3 million in FY 2012 to $23.2 million in FY 2013. The city last had income tax receipts at the $23.2 million level in FY 2011.

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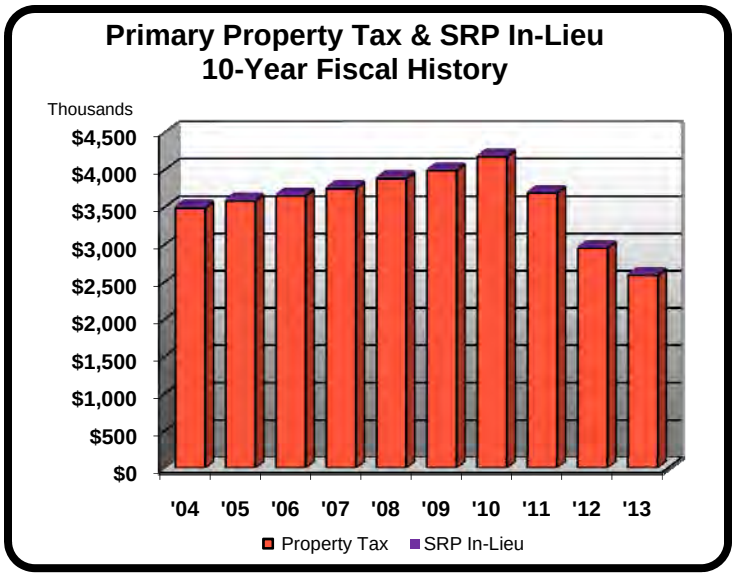
State sales tax and motor vehicle in lieu revenues are distributed to cities and towns based on current year collections. State sales tax distribution is based on a formula by which varying percentages of different types of sales taxes – such as retail – are used to calculate the distribution amount. The FY 2012 estimate is $18.3 million and is almost even with the FY 2011 actuals. The projection for FY 2013 is $19 million, a modest growth of $700,000 or 3.8% from FY 2012. The city last had state sales tax receipts in the $19 million range in FY 2009.

The FY 2013 motor vehicle in lieu tax projection of $7.5 million is 7.4% less than the $8.1 million estimate for FY 2012 and represents the lowest level in the last ten years for this revenue source. This revenue is based on fees collected for the licensing of vehicles, with the value of the vehicle used as the basis for the license cost.

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



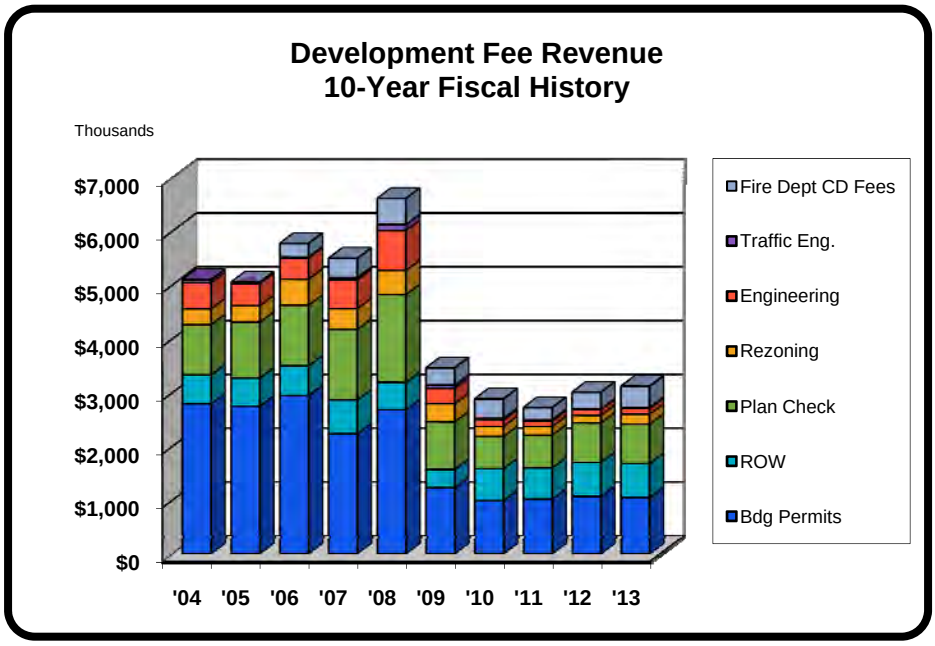
The secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. The secondary property tax revenue funds the city's General Obligation bond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

The city primary property tax rate will remain at $0.2252 in FY 2013. With an unchanged primary rate, Glendale will lose approximately $361,000 because of continued declines in the primary assessed valuation of existing property (excludes the impact of new construction, which was minor). The city's primary property tax revenue began declining in FY2011; the FY2013 projection reflects a decline of $1.6 million from the $4.2 million collected in FY 2010.

Salt River Project (SRP) in-lieu revenue represents the quasi-governmental agency's payment in lieu of a property tax, which it is exempt from paying. This revenue source amounts to a projected $26,747 for FY 2013 and represents approximately 1% of the primary property tax and SRP in-lieu revenue grouping.

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

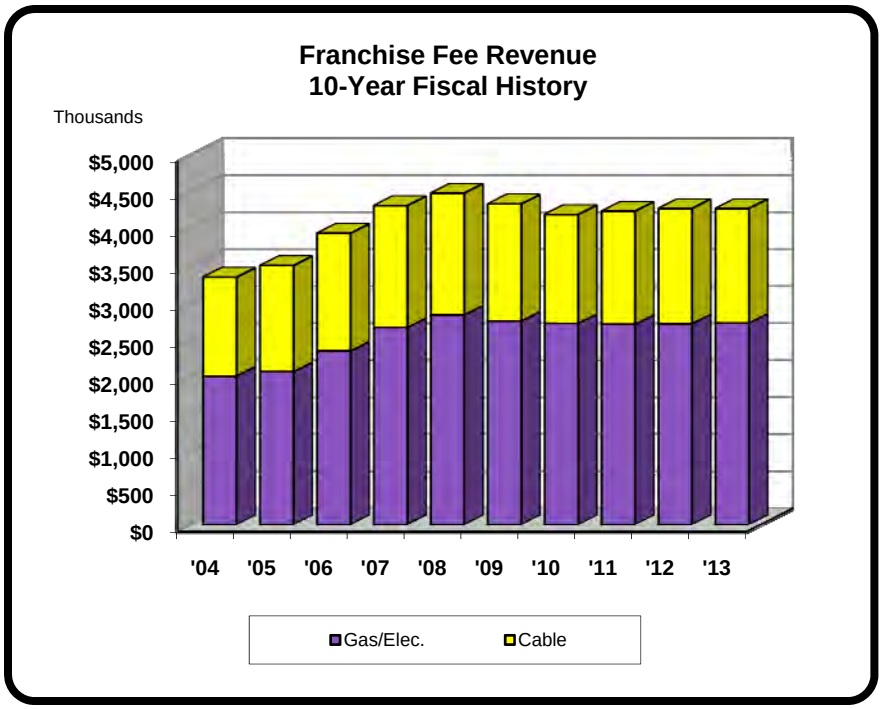
essentially reflect a range of activities related to commercial and residential development and construction. The city experienced its peak collection of development fees in FY 2008 with $6.1 million in receipts. The FY 2013 projection is $3.2 million and is flat with the FY 2012 estimate.



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

The decline of over 55% from the peak collection in FY 2008 is the result of the sizeable drop off in commercial and residential construction activity across the metropolitan Phoenix area as a result of the recession.

Franchise Fees:
Franchise fees are paid to the city by the electric, gas and cable companies operating within the city. These fees increase in response to rate increases by the various utilities and, to a lesser extent, population growth. In all cases, the fees due to the city are based on gross receipts for the franchised organization. The FY 2012 estimate is $4.3 million and is almost even with the FY 2011 actuals. These revenues are projected to remain essentially flat for FY 2013.



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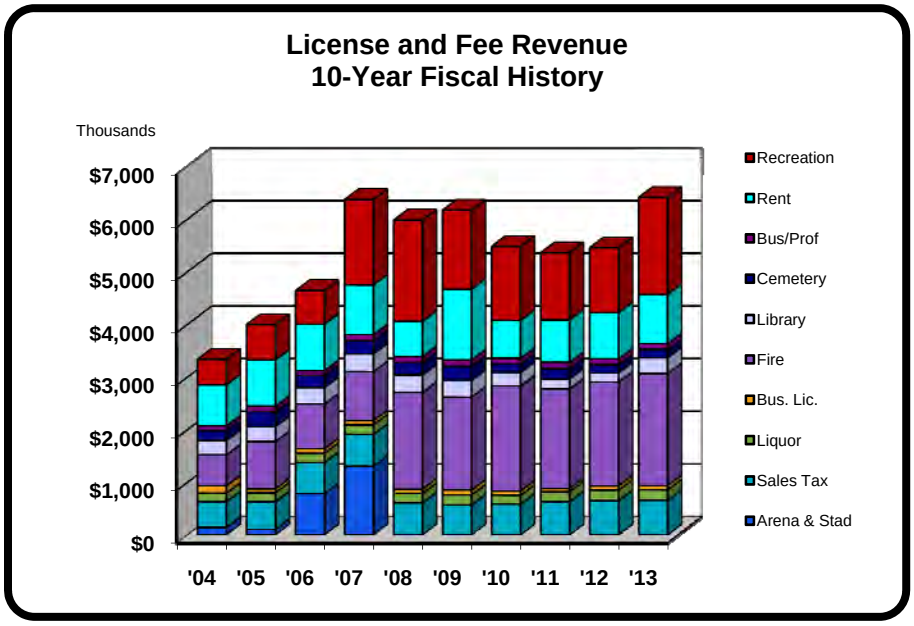
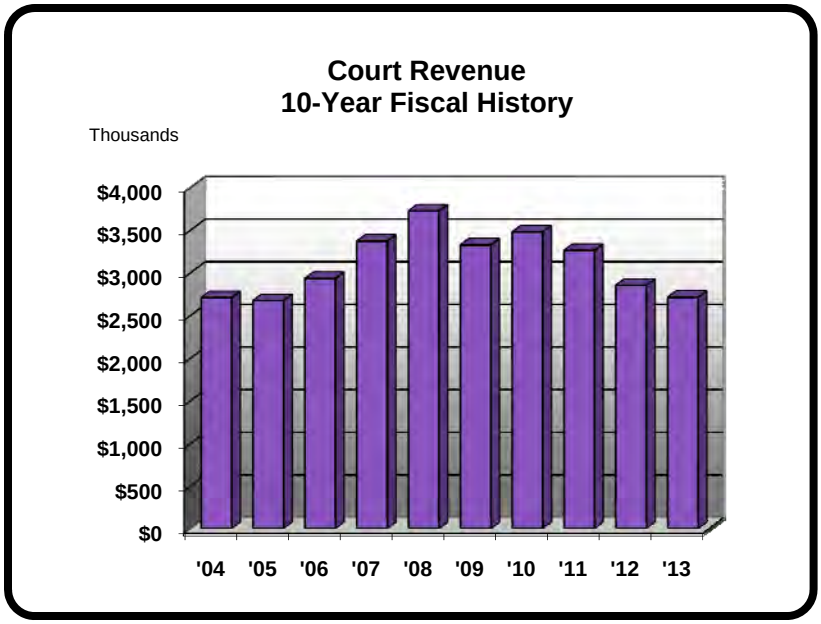


License and Fee Revenues: This revenue category includes business and professional licenses, business regulatory licenses, sales tax licenses, liquor licenses, recreation fees, fire department fees not related to construction development, library fines and fees, cemetery fees, and rental income from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

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

Court Revenues: The Glendale City Court collects fines for parking and traffic violations and civil and misdemeanor criminal cases. Traffic fines represent the largest portion of court revenues. The revenue generated from fines is subject to statutory changes made by the Arizona state legislature and can be affected by changes in traffic enforcement practices. Court collected $3.1 million in FY 2011. However, this revenue is projected to decline in FY 2012 and FY 2013 as a result of a decline in traffic fines cases. The court projected to collect $2.7 million in FY 2013.



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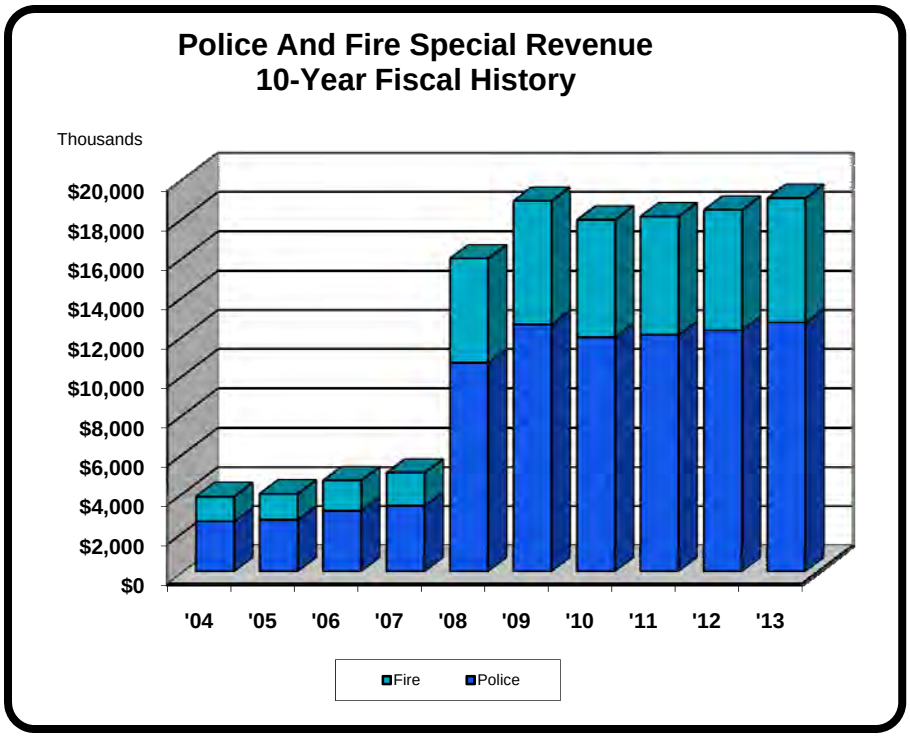
Other Revenues: This revenue category includes interest earnings, staff and administrative chargebacks, capital lease proceeds (if any), sale of assets (if any) and miscellaneous revenues. The projection calls for FY 2013 revenues of approximately $11.5 million, compared to $11.1 million expected to be generated in FY 2012. The city collected $33.3 million in FY 2011 and included $12.6 million in one-time revenue from the amended parking agreement for the mixed use development in the sports and entertainment district (City Council approved in January 2011) and $11.8 million in lease proceeds from a refinancing of outstanding leases.

Special Revenue Fund Group:

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



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

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

Transportation Sales Tax (Fund 1660): The primary source of this fund's revenue for operations is sales tax receipts from the designated transportation sales tax (0.5%) that voters approved in 2001. This dedicated sales tax funds the Glendale Onboard (GO) Transportation Program, and is expected to generate an estimated $20.9 million in FY 2013 as compared to $20.2 million estimated for FY 2012. This is an increase of $622,000 or 3.0% .This revenue source is dedicated to funding various transportation and transit-related projects.

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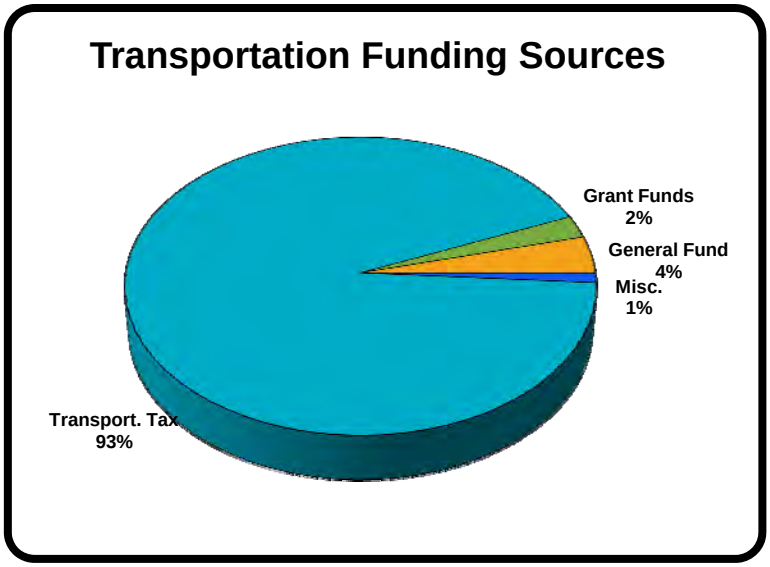
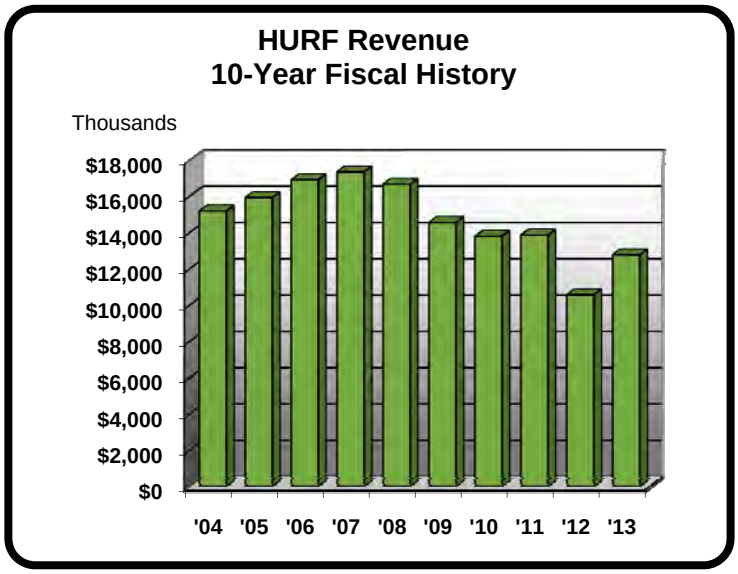
Other sources of FY 2013 revenue within the Transportation Sales Tax Fund include $130,000 in transit revenues, $544,000 in grant revenues and $110,000 in interest earnings and miscellaneous revenues. In total, transportation sales tax fund revenues are projected to be $21.6 million in FY 2013 or about $576,000 more than the FY2012 estimated revenue. This fund is supplemented with $900,000 from the General Fund, as required by the 2001 election, to help sustain the delivery of transportation services.



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

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

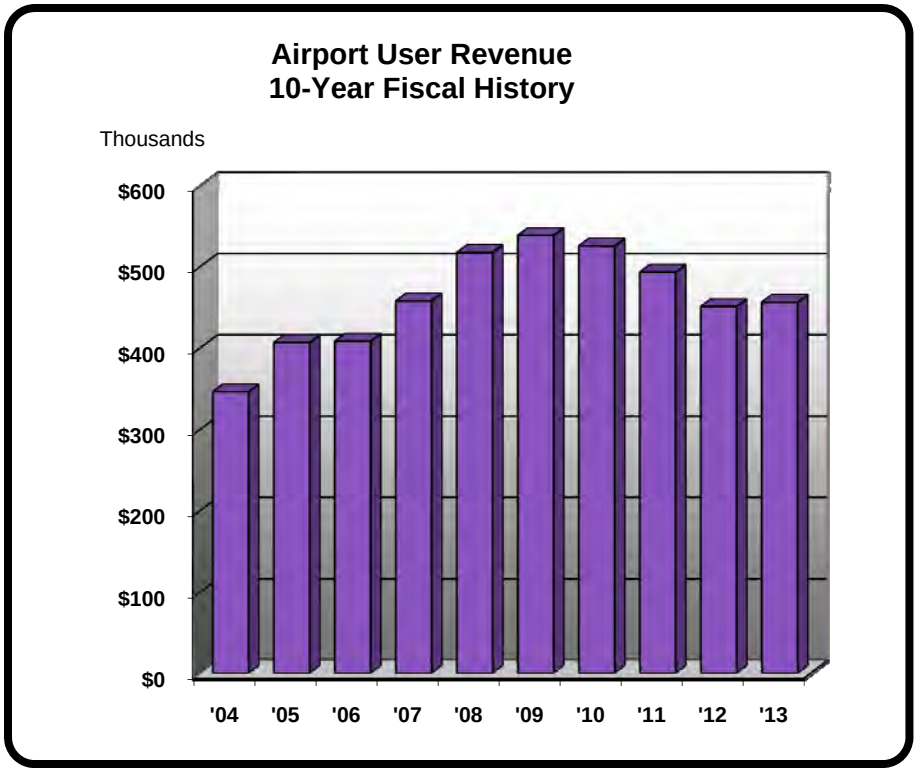


The state distributes the revenue based on a complex distribution formula that spreads a portion of the money across the state solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales. This revenue must be accounted for separately and used only for eligible street and highway purposes.

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

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

Airport (Fund 1760): Airport revenues consist of user fees, lease proceeds, commercial activities and other fees and are projected to generate $456,000 in FY 2013. This fund is supplemented with $144,000 from the General Fund to assist with the airport operation. Airport user fee revenue comes from activities such as transient tie down fees and conference room fees from tenants. The majority of revenue comes from lease activities such as land rental and office rental.



Glendale is aggressively pursuing additional airport facility users with an ultimate goal of airport self-sufficiency. Sporting events as well as concerts that are being held at Jobing.com Arena and University of Phoenix Stadium continue to attract corporate jet customers and are expected to provide additional business opportunities for the airport.

Enterprise Fund Group

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

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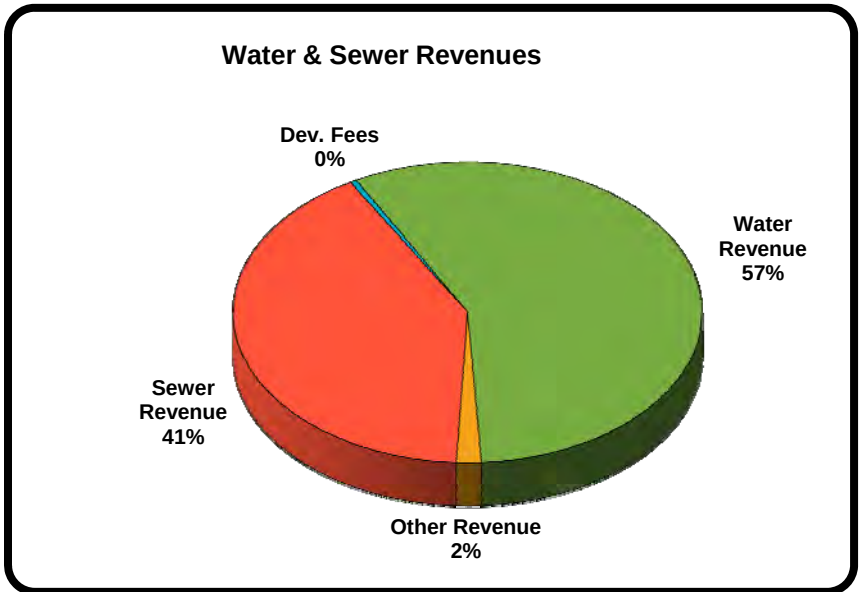
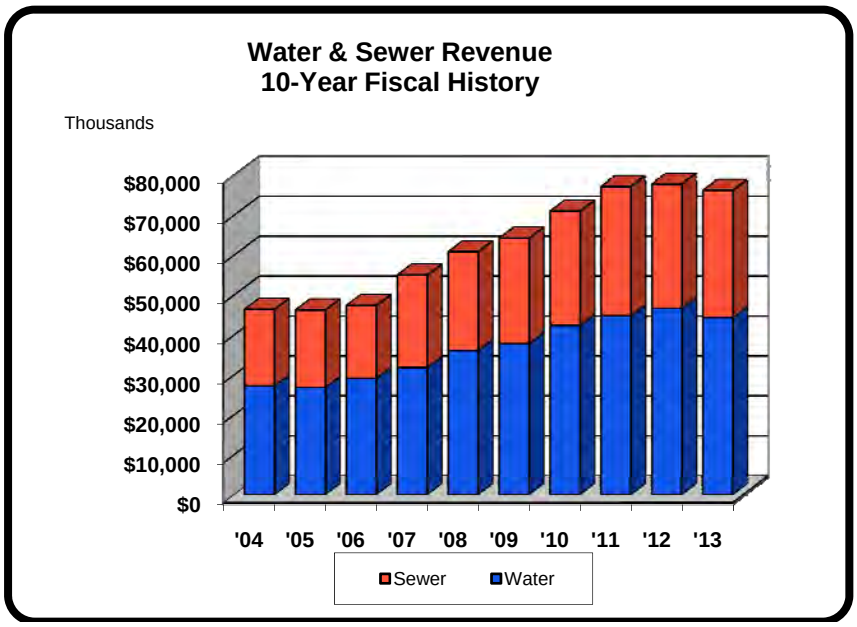
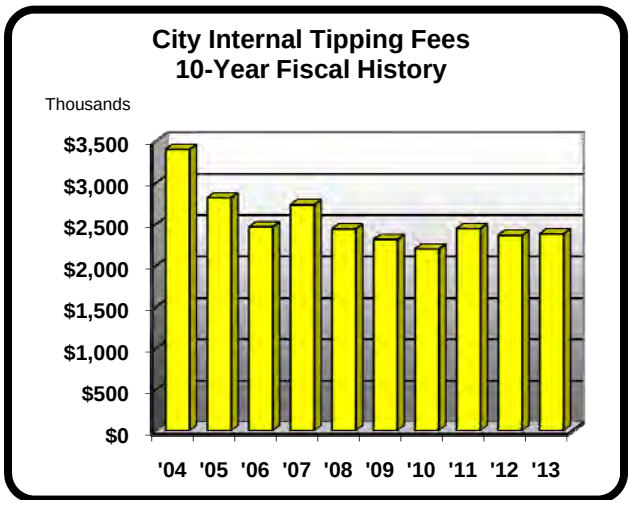


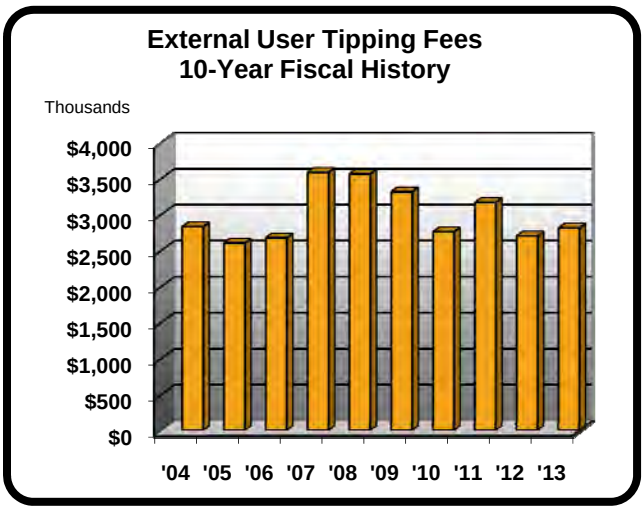


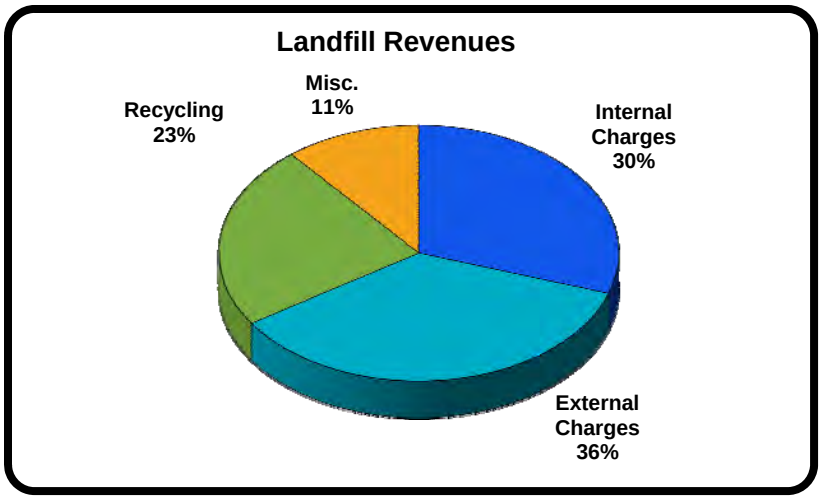
The city annually hires an independent consulting firm to review the utilities' financial status and recommend rate adjustments if needed. As a result of the study undertaken during FY 2012, there will not be any rate increases for FY 2013. The median single family customer rate will remain at $61.14 per month.

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

Glendale city departments are charged an internal rate of $18.00 per ton for the use of the city landfill. Glendale residents pay a tipping fee of $15.79 per ton for a load weighing more than one ton in waste material. These internal and residential tipping fees are projected to generate $2.4 million in revenue for the Landfill Fund in FY 2013, the same as the FY 2012 revenue estimate.







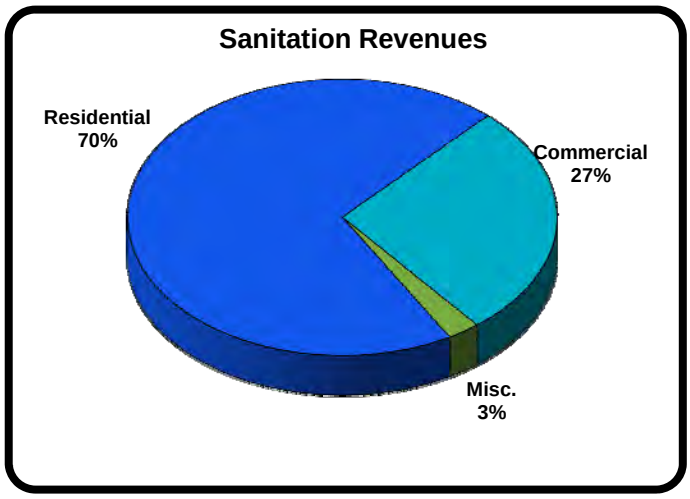
The tipping fees paid by private haulers, as well as businesses and individuals not located in Glendale, will continue to pay $32.25 per ton in FY 2013. This tipping fee will generate $2.8 million in revenue for the Landfill Fund in FY 2013, about $100,000 more than the $2.7 million expected for FY 2012. In FY 2013, the recycling sales program is projected to bring in $1.8 million. This amount is slightly lower than the actual recycling sales revenue of $2.3 million collected in FY 2011. The decline is mostly related to a decline in the amount of tonnage processed and sold at the recyclables processing facility.

Additional miscellaneous revenue comes from interest earnings, DIF's, chargebacks and other fees, and accounts for $867,000. Total projected revenues for FY 2013 are $7.9 million.

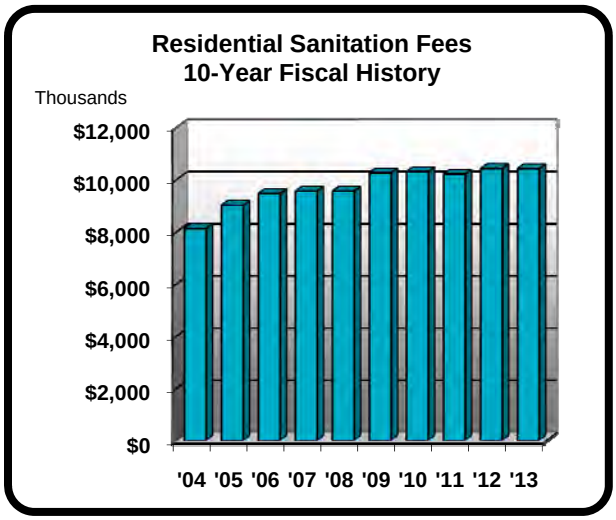
Sanitation (Fund 2480): The city annually reviews the five-year financial plan for the Sanitation Enterprise Fund. This annual evaluation takes into account operating and capital costs, equipment replacement, rate structures and service demands. Budget decisions are largely

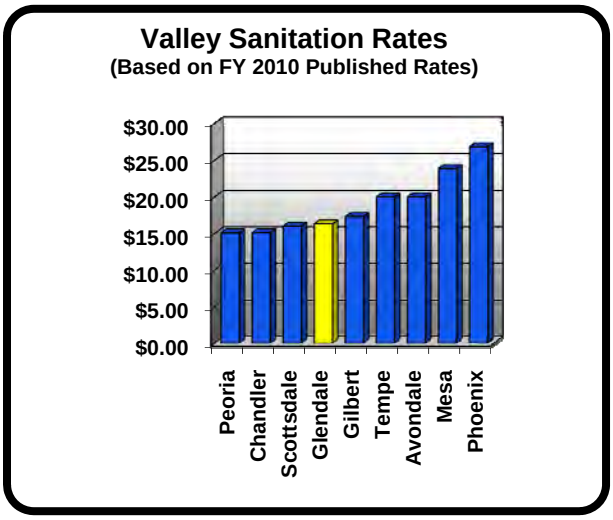
based on this long-range plan. Landfill fees for the disposal of the solid waste collected from residences and businesses represent a significant part of the expenses incurred by the sanitation enterprise operation. Consequently, adjustments to landfill rates have a major impact on sanitation rates.

Glendale's residential sanitation rate for FY 2012 is $16.30 and includes weekly trash and recycling collection as well as monthly loose trash collection. The last rate change occurred in January 2005. Due to a healthy fund balance and significantly lower equipment repair and replacement costs, the sanitation rate for FY 2013 will remain at $16.30.



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





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EXPENDITURES

The FY 2013 Operating Budget

The starting point for the FY 2013 operating base budget is the current fiscal year's ongoing base budget. It continues to focus on the Mayor and Council strategic goals and will carry on the process of transforming the vision of one community into reality. The operating budget also reflects the constrained and challenging economic conditions that the nation currently faces.

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

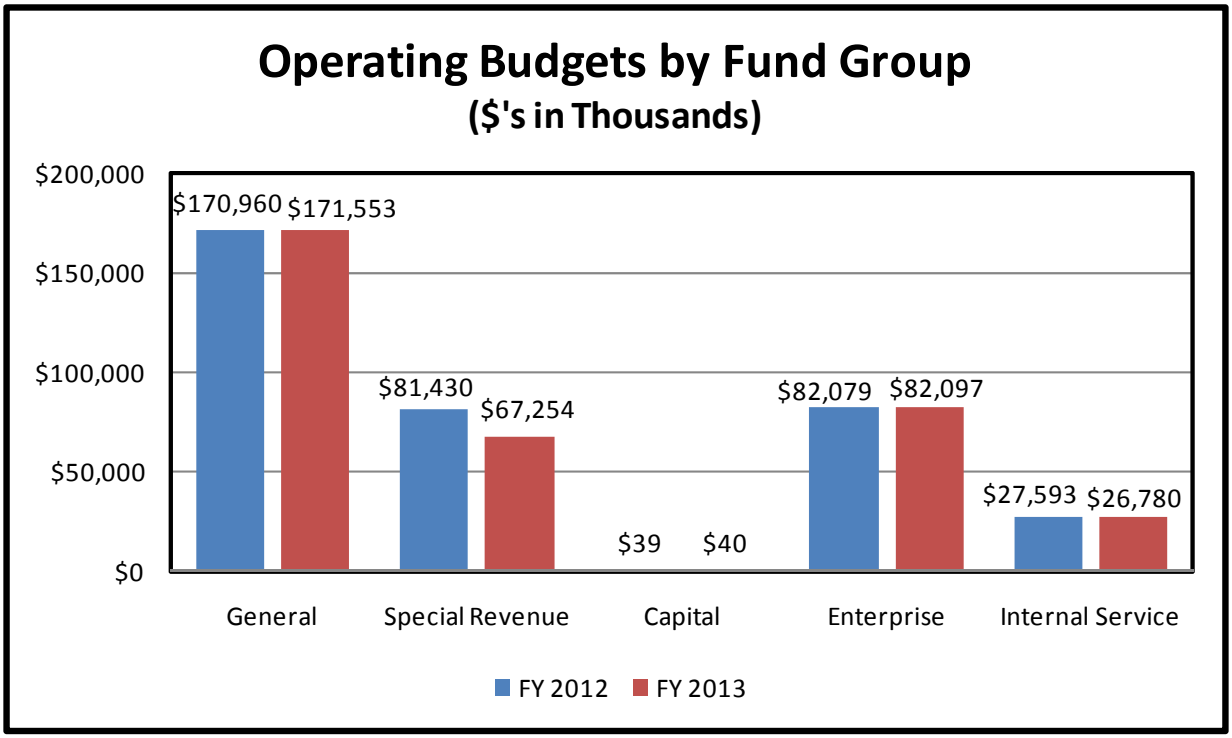

Table 2, on the following page, shows the year over year changes in the operating budgets for some of the City's largest operating funds within the general, special revenue, capital, enterprise and internal service fund groupings. It is sorted in descending order based upon the size of the FY 2013 operating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

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

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

(All Dollars in Thousands)

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

Operating Budget Summary

The majority of the general fund group's operating budget expenditures are included in the General (Fund 1000), which encompasses 74% of that group's total operating budget. This fund, along with the Highway User Gas Tax (Fund 1340) that is part of the special revenue group, were the main focus of the City Council budget workshop presentations and are often collectively referred to as the "General and Streets Fund" operating budget for the city. These two funds are discussed in more detail in the following pages starting with Table 3: Comparison of General and Streets Funds Operating Budgets.

The decrease in the Arena Event Operations (Fund 1282) operating budget is the direct result of an anticipated $3 million reduction in the budgeted arena management fee from $20 million to $17 million. This fund also includes the operating expenses associated with providing police, fire and transportation related services during events held at Jobing.com Arena. At the time this budget book was produced, a tentative agreement was in place related to the sale of the NHL Coyotes hockey team that included new contractual payments from the city for arena management services.

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

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

It is important to note that the city only pursues grant opportunities that are in line with council goals and objectives and that make strong financial business sense. Grant appropriation cannot be spent unless the city applies for and actually receives the corresponding grant monies.

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

Table 3 includes a tabular comparison of the departmental operating base budgets over the last two fiscal years and calculates the percentage change for the department from the FY 2012 operating base budget.

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

(All Dollars in Thousands)

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

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

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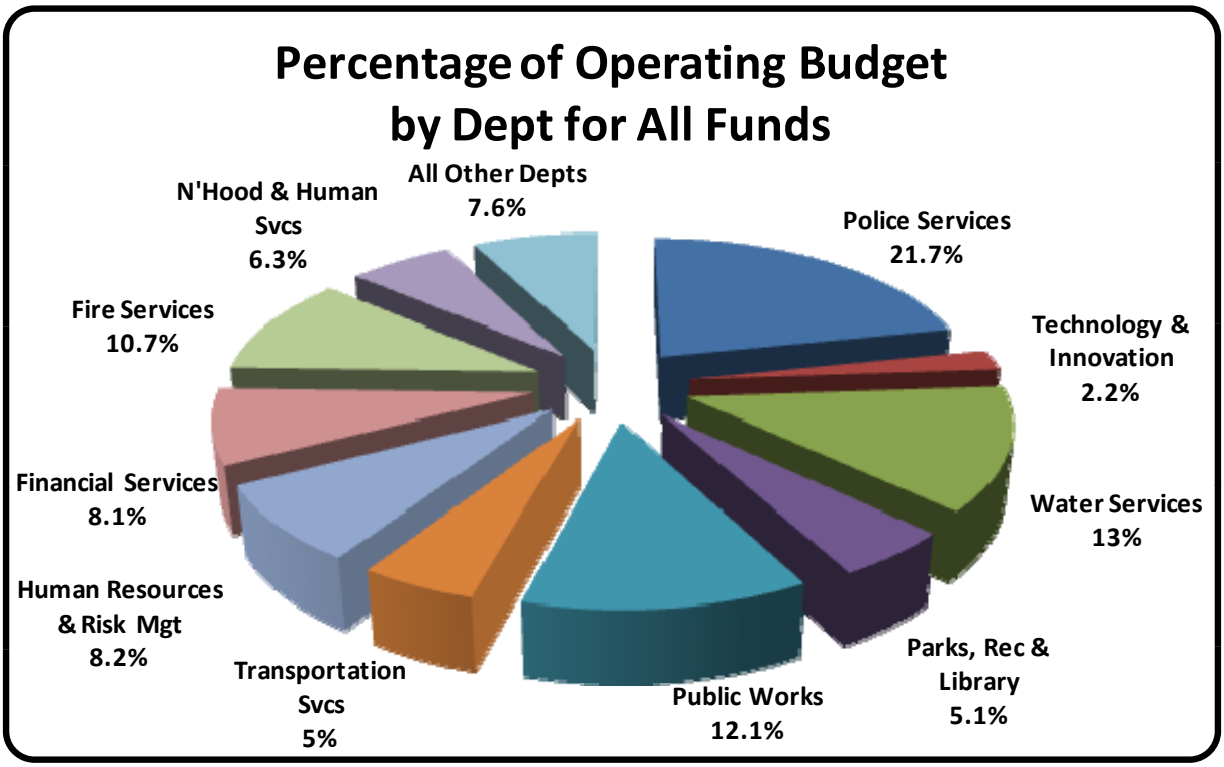
Visitors Bureau operating budget totaling $418,130 as a result of the increase in the bed tax discussed previously. The City Clerk operating budget includes an increase of $27,385 for budgeted carryover from FY 2012 to FY 2013 to cover upcoming election costs. The Financial Services Department's operating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



The largest operating department, regardless of funding source, is the **Police Services**, which accounts for $75.4 million or 21.7% of the total operating budget. The Police Department provides police protection and related support services such as 9-1-1 dispatch, short-term detention and community education. It is accredited through the independent Commission on Accreditation for Law Enforcement.

The second largest department in terms of funding is **Water Services** at $45.8 million, which makes up 13.2% of the total operating budget. This department is responsible for treating and distributing potable water that meets all federal and state standards, collecting and treating wastewater in compliance with all regulatory requirements, implementing odor and pest infestation control measures and reading all water meters on a daily basis. Environmental Services provides water conservation programs, water quality testing services for the city's drinking water and reclaimed water services, and long-term water resource planning.

The next largest department in terms of funding is **Public Works** at $42.1 million, which makes up 12.1% of the total operating budget. This department is made up of Field Operations and Engineering staff. Among the many services that this department provides are the following:

- solid waste collection and disposal services and processing of recyclable products;
- building and equipment maintenance services for city vehicles and facilities;
- street and right-of-way maintenance;
- fuel services, custodial services and graffiti removal; and
- design and construction management for all city capital projects.

Fire Services accounts for $37.2 million or 10.7% of the total operating budget. This department provides fire protection, emergency medical services and natural disaster planning. It also provides core life safety services involving fire suppression, property preservation, basic and advanced life support (paramedics), hazardous and technical response teams, fire code enforcement, fire investigation and child safety car seat installation. It is accredited by the Commission of Fire Accreditation International.

Human Resources & Risk Management totals $28.5 million or 8.2% of the total operating budget. The department provides proactive customer service and consultation in the areas of total compensation, organizational development, employee relations and staffing. This department also administers the self insured employee health benefits, risk management and workers' compensation programs and services.

The sixth largest department in terms of funding is **Financial Services.** It totals $28 million or 8.1% of the total operating budget. It is important to note that $17 million or 61% of the total Financial Services operating budget is related to the arena management fee administered within this department. This department provides financial information to the public, state agencies, bondholders, grantors, auditors, City Council and management. This department is responsible for budget development and management, banking services and investment management, debt management as well as administering the sales tax code. Additional functions include preparation of external financial reports, managing the city payroll and accounts payable processes and maintaining, updating and testing accounting and budget input system changes and upgrades.

The next largest department in terms of funding is **Neighborhood & Human Services** at $21.8 million, which makes up 6.3% of the total operating budget. This department provides direct city services that maintain the quality of life and build stronger neighborhoods for all residents. Some of the services these divisions provide include:

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

The eighth largest department in terms of funding is the **Parks, Recreation & Library Department.** It provides services that are probably the most visible to the public and includes library services and parks, open space and recreational activities for residents. This department accounts for $17.6 million or 5.1% of the total operating budget. The library serves Glendale

citizens by providing books, programming, audio-visual materials and electronic resources that inform, educate and entertain residents. The department also offers opportunities to enhance the social, physical, mental and economic health of the community by offering a wide variety of programs and events. They also maintain, protect and manage parks, open spaces, trails and aquatic and recreational facilities located throughout the community.

The next largest department is **Transportation Services** which totals $17.3 million, and makes up 5% of the total operating budget. This department is responsible for transportation planning, traffic engineering, traffic signals, signs, striping, street lighting, transit services and educational program services to meet the transportation needs of the city. This department is also responsible for operating the Glendale Municipal Airport. The airport is a regional general aviation facility that provides hangar facilities, aviation planning, maintenance, safety and educational tours.

The **Technology & Innovation Department** expenses round out the top ten departments and this area accounts for another $7.6 million or 2.2% of the operating budget. This department supports the City's technology infrastructure such as application support, network, data services, email and telephony. In addition, this department supports the enhancement of business processes through the use of the LEAN methodology.

The remaining departments in the all other category include: Misc. Grants, Communications, Community & Economic Development, City Court, City Attorney, Mayor & Council, City Manager, City Clerk, Non-Departmental, Intergovernmental Programs and Internal Audit. These departments make up the remaining $26.4 million or 7.6% of the total operating budget.

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

Staffing and Personnel Issues

As with any service organization, personnel costs are a significant part of the total operating budget of the city. In fact, 78% or $103.5 million of the $132.9 million FY 2013 operating budget for the General and Streets funds is attributable to wages, salaries and benefits. Almost two-thirds (64%) of the wages, salaries and benefits budget for the General and Streets funds is budgeted for Police and Fire Services as shown in Table 4.

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Table 4: GF/HURF Salaries and Benefit Related Costs

(All Dollars in Thousands)

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

The FY 2012 General Fund budget included 27 frozen public safety positions. These 27 positions will be frozen for another year in the FY 2013 budget. It is important to note that these frozen positions are still included in the Full-Time Equivalent (FTE) counts that appear on the following pages. Only the salary and benefits associated with the frozen positions are removed from the department's respective operating budgets. This is done because the positions are still authorized by City Council to be filled when the economy and revenue collections improve to the point where it makes business sense to fund the positions once again.

Table 5 provides a comparison of staffing levels in recent years for all funds which accounts for all changes in authorized staffing city-wide. The overall staffing level decreased by 142.13 FTE's or 7.2% from FY 2012 to FY 2013. The majority of the decreases were realized in the General and Highway User Gas Tax Funds as these two funds accounted for a reduction in force equivalent to 102.38 and 29 FTE's, respectively. Sanitation & Landfill accounted for 10 FTE's and the remaining minor staffing changes were spread over several funds.

The city has historically taken a conservative approach to adding new positions and expanding its service delivery system to ensure that basic services can be sustained regardless of revenue and expense fluctuations. Therefore, staff increases are typically closely tied to population growth. However, severe economic downturns can impact staffing levels given the fact that a high percentage of overall operating costs are staffing related. City-wide authorized staffing experienced ten straight years of modest growth before staffing reductions were implemented from FY 2010 thru FY 2013. Since FY 2009, staffing in the General and Streets Fund decreased from 1,501.76 to 1,132.5 FTEs, a reduction of 369.26 or 25%.

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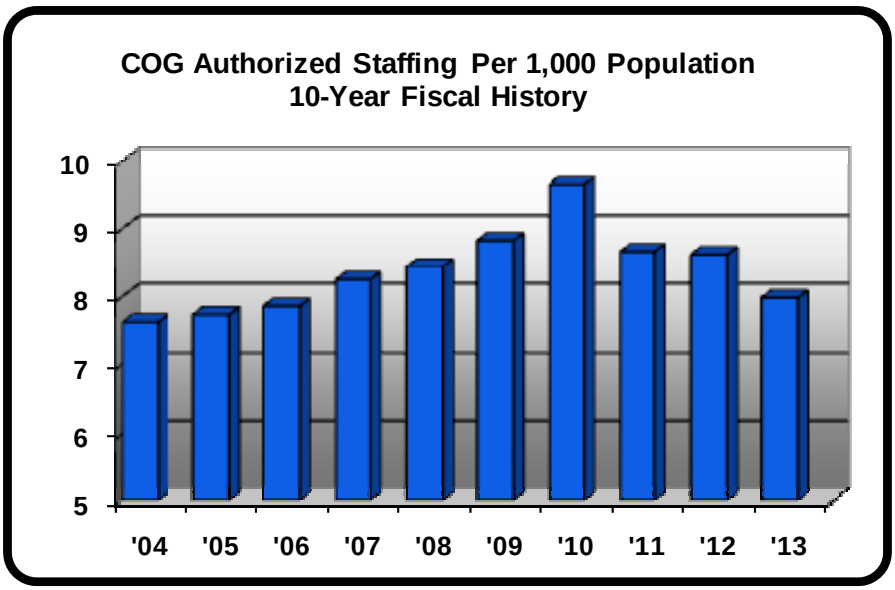
Table 5: Staffing Levels by Fund

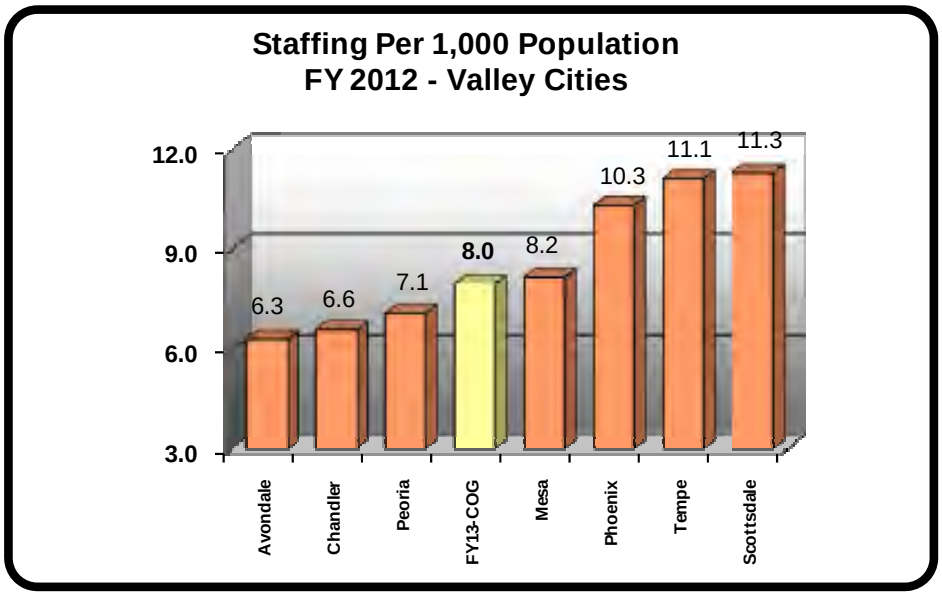
(Full-Time Equivalents)

Fund	2008-09	2009-10	2010-11	2011-12	2012-13
General-1000	1,403.76	1,389.76	1,202.26	1,198.88	1,096.50
Water and Sewer-2360/2400/2420	242.25	242.25	242.25	242.25	242.25
Police Special Revenue-1700	118.00	118.00	118.00	118.00	118.00
Sanitation-2480	78.00	80.00	80.00	79.00	74.00
Fire Special Revenue-1720	50.00	50.00	51.00	51.00	51.00
Transportation Sales Tax-1660	50.25	50.25	49.25	49.25	49.25
Landfill-2440	41.00	41.00	44.00	44.00	39.00
Highway User Gas Tax-1340	98.00	90.00	67.00	65.00	36.00
General Services-1040	42.00	41.00	37.00	34.00	34.00
Pub Housing Budget Activities-2500	25.00	25.00	24.00	24.00	25.00
Training Facility Revenue Fund-2530	12.00	12.00	10.00	12.00	10.00
C.D.B.G.-1320	8.75	8.75	8.75	8.75	8.75
CAP Grant-1820	7.00	7.00	7.00	7.00	7.00
Parks & Recreation Self Sust-1880	5.00	5.00	7.00	7.00	7.00
Airport Special Revenue-1760	5.00	5.00	5.00	5.00	6.00
Civic Center-1740	7.00	7.00	6.00	6.00	5.00
Risk Management Self Ins.-2540	0.00	0.00	1.00	3.75	3.00
Court Security/Bonds-1240	1.00	1.00	2.00	2.00	3.00
Grants-1840	4.00	3.00	3.00	3.00	2.00
Stadium Event Operations-1281	2.00	2.00	2.00	2.00	2.00
Arena Event Operations-1282	2.00	2.00	2.00	2.00	2.00
Telephone Services-1100	1.00	1.00	1.00	1.00	1.00
Arts Commission Fund-1220	0.00	0.00	0.00	0.00	1.00
PC Replacement-1140	1.00	1.00	1.00	1.00	1.00
RICO Funds-1860	0.50	0.50	0.50	0.50	0.50
Total	**2,204.51**	**2,182.51**	**1,971.01**	**1,966.38**	**1,824.25**

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



The FY 2011 budget included a decrease in total authorized staffing by 211.5 FTEs across all funds. The majority of the staffing decreases related to the elimination of vacant GF positions and city-wide budget reductions. While the FY 2012 staffing per 1,000 population saw a minimal reduction, a 142.13 FTE reduction in FY 2013 equated to a 7.5% reduction in staffing per 1,000 population. Schedule 6, found in the *Schedules* section of this document, provides detail on the city's authorized staffing by position for all departments and funding sources.



The total authorized staffing of 1,824.25 FTE positions will serve an estimated population of 228,585 at the start of FY 2013. This results in a staffing ratio of 7.98 employees per 1,000 residents in FY 2013. As the accompanying graph indicates, Glendale continues to maintain a low staff to population ratio compared to Mesa, Phoenix, Tempe and Scottsdale and does so without sacrificing the quality of services provided to residents. Please note that the ratio for all staffing-per-each-1,000 residents is from FY 2012 adopted budget numbers except for the City of Glendale, which represents the FY 2013 ratio. This is done because the FY 2013 adopted budget numbers for other cities was not known at the time this budget book was published.

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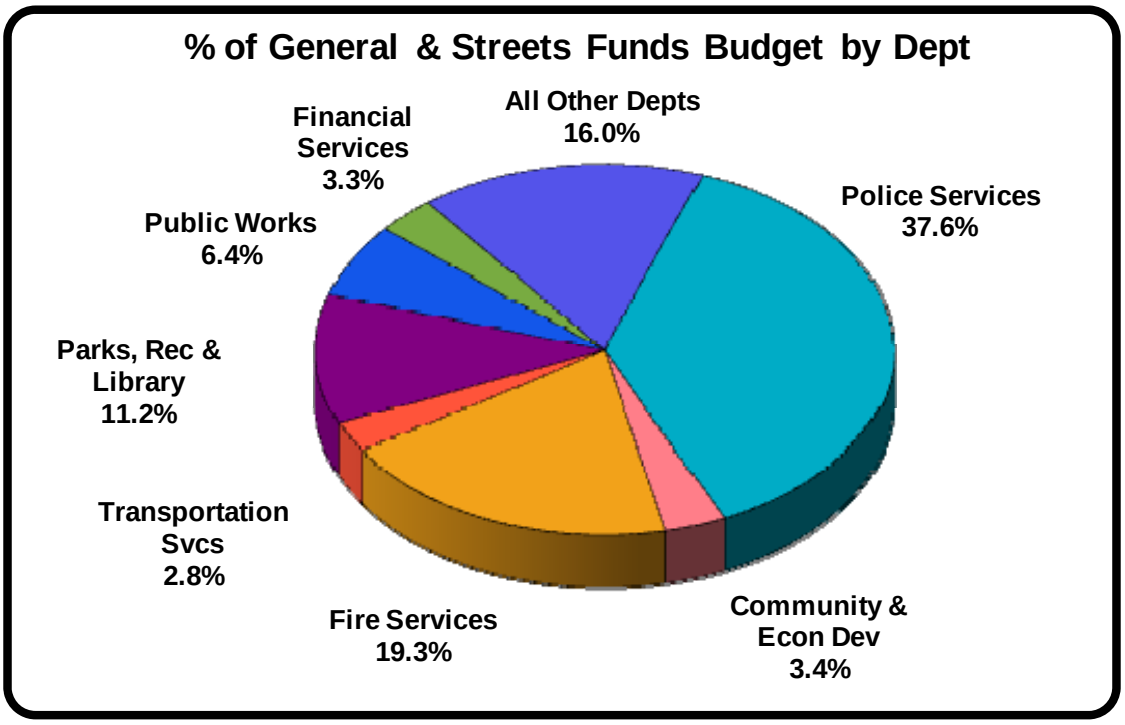
General and Streets Funds Operating Expenditures

The total operating budget for FY 2013 is $132.9 million. Police Services, at 37.6% or $49.9 million, is the largest component of the General Fund budget, followed by Fire Services at approximately 19.3% or $25.7 million, Parks, Recreation & Library at 11.2% or $14.9 million and finally Public Works at 6.4% or $8.5 million. These four departments comprise 74.5% or $99 million of the total General and Streets Funds operating budgets. The remaining 25.5% or $33.9 million of the $132.9 million budget is within Community and Economic Development, Transportation Services, Financial Services and the All Other Departments categories.

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



All street-related costs eligible for the Highway User Revenue Fund (HURF) allocation are budgeted as expenses of the Streets Fund and are included in the Public Works and Transportation Departments. The following table compares the FY 2013 General and Streets Fund operating budgets by department to FY 2012 in tabular form.

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Table 6: General & Streets Funds Operating Budgets By Dept

(All Dollars in Thousands)

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

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

- The Police and Fire Services operating budgets increased by $2.3 million and $1.5 million, respectively, due primarily to salary and benefit related increases negotiated by the labor unions.

- Half of the Parks, Recreation & Library reduction pertained to library operations that cut $760,812 out of its FY 2012 adopted budget with the remainder of the department's reductions spread across the parks and recreation divisions.

- The Public Works Department reduced street maintenance ($1.3 million) and engineering, design and facilities management divisions by another $870,761 collectively, accounting for 94% of their overall reduction.

- Despite additional staffing reductions, the Financial Services Department's operating budget increased 23.1% due to increases in scheduled lease debt principal and interest payments as outlined on Schedule Eight.

- The Technology and Innovation Department operating budget increased as a result of additional maintenance costs associated with Tax Mantra (sales tax and licensing software) in addition to the consolidation of three informational technology positions previously housed in other departments into the Technology & Innovation Department.

- Neighborhood and Human Services Department staffing decreased by 6.5 FTEs and that drove the department's 15.5% reduction in the operating budget year over year.

- A staffing reduction of four FTEs in Human Resources and Risk Mgt was the primary reason for their 11.6% decrease

- The City Manager's Office reduction of 21% was directly related to the elimination of the Administrative Services Admin division resulting in $152,316 of savings year over year.

- The last five departments in the table saw a reduction of $86,617, or 3.7%, when combined together.

General and Streets Funds Transfers to Other Funds

The General and Streets Funds support a number of other funds within the city. The amount of support can vary from year to year based on projected revenue for the supported funds as well as debt service schedules. A net transfer amount of $31.1 million is projected to be transferred to other funds in FY 2013. This amount is $1.2 million less than the net GF transfers included in the FY 2012 budget.

The $31.3 million transfer includes $17.6 million for arena event operations, including the $17 million arena management fee, and it includes another transfer of $6.9 million to the Municipal Property Corporation debt service fund to cover principal and interest payments related to several capital projects such as the Glendale Media Center and Expo Hall, Convention Center and Parking Garage in the west area, infrastructure for the Zanjero development, the Jobing.com Arena and a portion of the Glendale Regional Public Safety Training Center. The $6.9 million is the net amount after accounting for expected revenue per the respective development agreements for the various facilities named above.

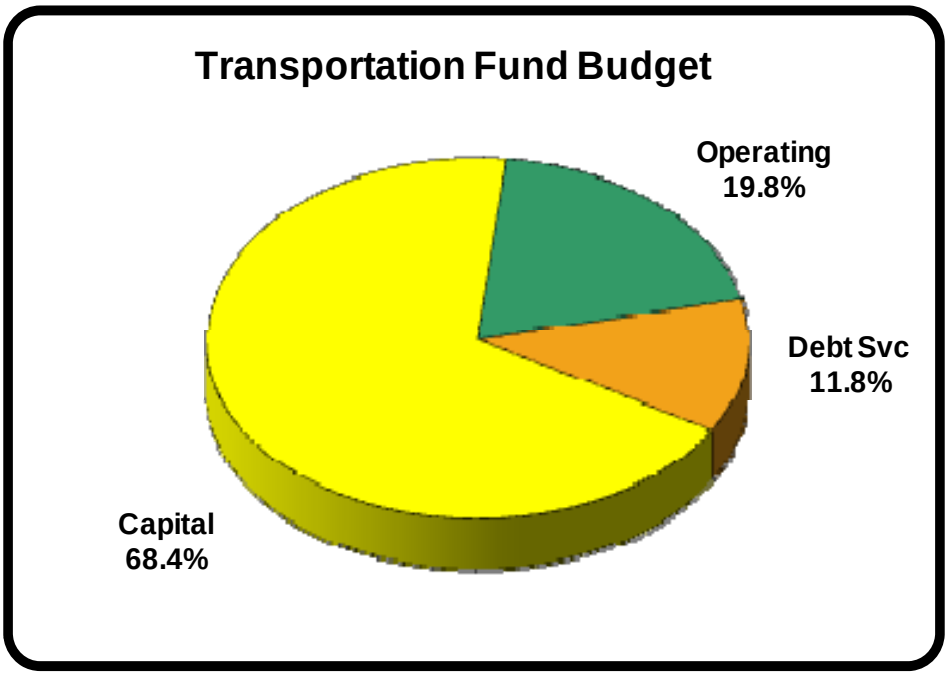
A total transfer of $2.5 million is projected for the Stadium, Youth Sports Complex and Camelback Ranch spring training funds. $1.4 million will be transferred from the Streets Fund to the Street Debt Service Fund to help pay the principal and interest payments for previously funded HURF bond projects. Another $900,000 will go to the Transportation Fund and is done annually per the 2001 election approving the transportation sales tax. A transfer of $320,145 will be made to the Marketing Special Events Fund to support the special events held in downtown Glendale. Other transfers will go to the Civic Center, Airport, Housing, Employee

Group and various other grant funds. Transfers between funds are detailed in Schedule 4 of the Schedules section of this document.

Police and Fire Sales Tax Fund Expenditures

These fund resources are designated to support the salaries of additional police officers and firefighters, as well as the equipment and services needed to support those positions. A total of $14.2 million will be appropriated from the Police Special Revenue Fund to provide police services. An additional $6.6 million from the Fire Special Revenue Fund is designated to provide fire protection and emergency medical services. The Police fund supports 118 authorized police staffing positions while the Fire fund supports 51 fire staffing positions.

Transportation Fund Expenditures



The Transportation Fund includes operating, capital and debt service expenses related to providing a range of transportation services in accordance with the ballot initiative that Glendale voters approved in a 2001 election. Although the majority of expenditures totaling $42.4 million are budgeted for capital outlays (including grant funded capital projects), the total operating budget of $12.3 million is used for Fixed Route services (public transportation) at $5.1 million and Dial-A-Ride at $2.5 million. The latter program serves physically challenged residents and individuals with special transportation needs.

The Transportation Program Management division includes funding for the streetlight maintenance contract and program audit services, as well as various other items and has a total budget of $2.4 million. The remaining $2.3 million, or 18% of the operating budget, is used for traffic engineering, safety education, traffic mitigation, management oversight and grant related operating appropriation. Debt service payments totaling $7.3 million are budgeted for FY 2013 and represent the final appropriation component.

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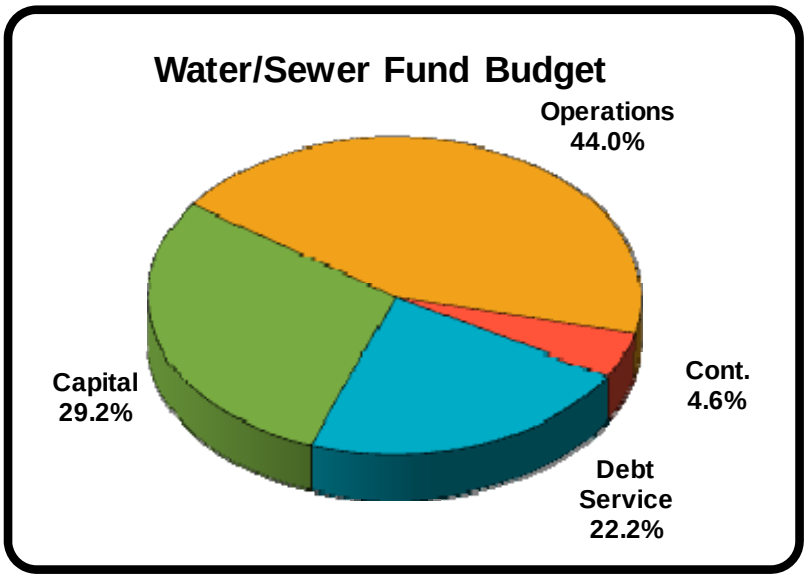
Airport Fund Expenditures

The Airport Fund operating budget is $600,451 that is funded by airport revenues of $456,036 with the remaining $144,415 covered through a transfer from the General Fund. Much of these appropriations fund daily operations at the airport, including fulfilling FAA safety regulations.

Continuing efforts to develop more revenue sources, coupled with prudent cost control measures, have brought the airport much closer to self-sufficiency when comparing revenue sources generated and actual expenditures. Once runway and facility improvements are completed, and the economy recovers, staff believes the Glendale Airport will attract more corporate jet customers. When these improvements are coupled with uses from professional football, hockey and baseball spring training, as well as other major national events occurring in Glendale, the city's airport is expected to be a fully self-sustaining transportation hub for the West Valley.

Water/Sewer Fund Expenditures

In Arizona's desert environment, water treatment and delivery is one of the most essential services the city provides. Glendale is fortunate to have reliable, long-term sources of water from the Salt River Project, the Central Arizona Project (Colorado River water) and groundwater. Although water from these sources is becoming more expensive to obtain and treat, Glendale water rates are reasonable when compared to both local and national standards.



The operating budget for this fund is $48.1 million for FY 2013. Almost half of this budget, or $18.2 million, is used to support the Oasis Water Campus; the Cholla and Pyramid Peak Water Treatment Plants; the West Area and Arrowhead Wastewater Treatment Plants; and the regional sewer treatment facility that the City of Phoenix operates through the Sub-Regional Operating Group (SROG). In addition, water distribution, wastewater collection, customer service and utilities administration costs make up another $20.4 million. The remaining $9.5 million of the operating budget is used for meter maintenance, central system control, water quality testing and information management services.

Many significant capital projects are planned for FY 2013 and they account for the $31.9 million in capital expenditures, as well as the corresponding $24.2 million in debt service payments required for those capital projects. The *Capital Improvement Plan* of this book includes project

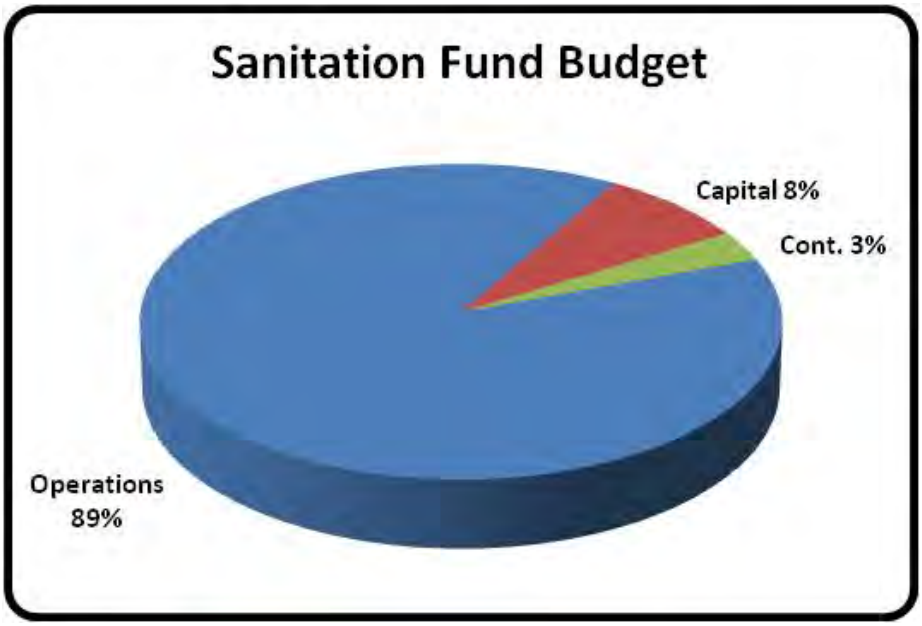
descriptions and detailed cost estimates for all planned water and sewer capital projects. A $5 million contingency appropriation is supported by fund balance and will be used at the direction of City Council for any unplanned emergencies or if any capital construction projects get ahead of schedule.

Landfill Fund Expenditures

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

The recycling program has been in operation for just over a decade, which includes the recycling education and inspection programs and the full cost of the materials recycling facility. Recycling accomplishes a number of objectives such as improving the environment, extending the useful life of Glendale's landfill, and generating revenue from the sale of reusable materials.

Sanitation Fund Expenditures



The total operating budget for FY 2013 is $14.3 million, which represents a 2% decrease from the $14.6 million in FY 2012. Residential curb service includes trash, recycling and loose trash collection and accounts for $10.2 million or 71% of the operating budget. The commercial front-load and roll-off divisions account for another $4.1 million. The FY 2013 capital budget includes $1.3 million for the purchase of side load refuse trucks and replacement pickup trucks, which makes up 11% of the total operating budget. The Sanitation Fund has a $500,000 contingency appropriation to be used at City Council discretion for any unplanned emergencies.

Benefits Trust Fund Expenditures

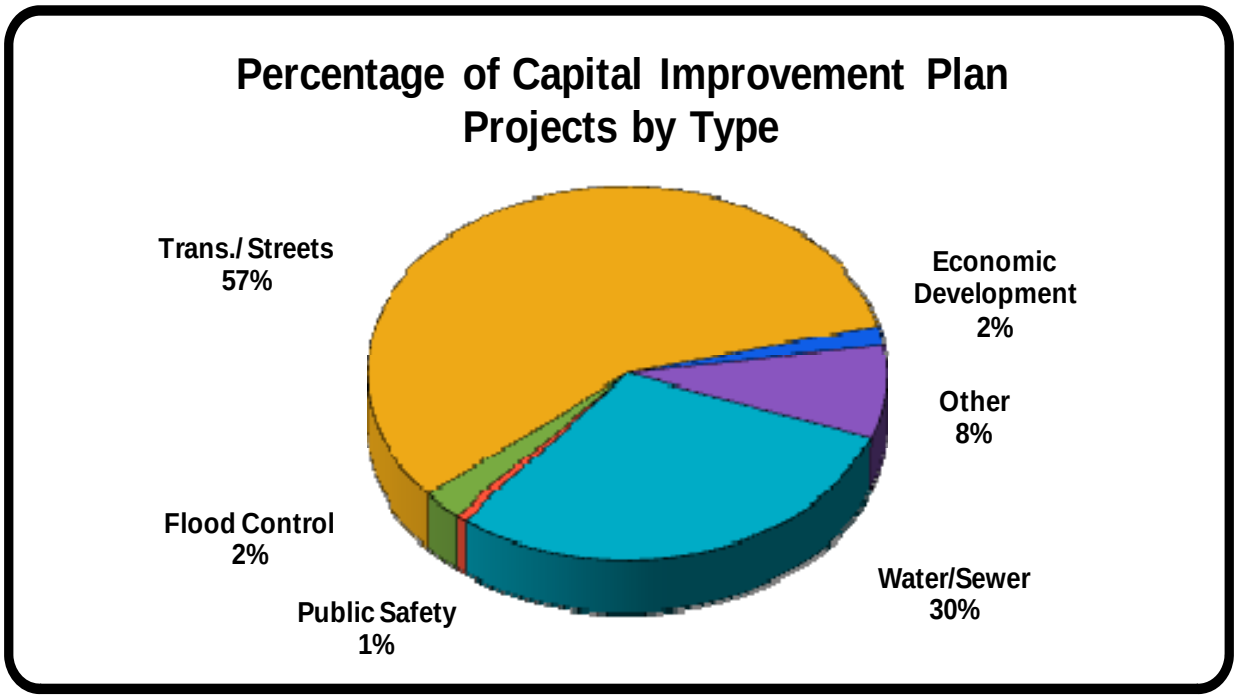
The Benefits Trust Fund is used to track city and employee health care contribution payments and to pay health insurance policy premiums for employees and retirees. The fund currently administers the medical, dental, life insurance and vision plans and coverage for both premiums and claims related expenses. The fund has an operating budget of $22.3 million for FY 2013.

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

Capital Improvement Plan Expenditures

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

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



Debt Service Expenditures

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

The Government Finance Officers Association recommends local governments develop a formal comprehensive debt management plan. The City maintains a formal *Debt Management Plan*, which is a separate document that the Finance Department develops in conjunction with the Management and Budget Department. The *Debt Management Plan*, which was updated in early FY 2012 and presented to City Council in January 2012, is designed to manage the issuance of the city's debt obligations in order to maintain the City's ability to incur debt and other long-term obligations at favorable interest rates for capital improvements, facilities and equipment beneficial to the city and necessary for essential services. This section is not intended to review the City's total debt position. That discussion is found in the *Debt Management Plan*.

The total debt service budget for FY 2013 is $86 million, compared to $85.1 million in FY 2012. The accompanying graph illustrates how the debt service budget is divided among different types of debt service categories. For a discussion about these debt service categories, please see the *Financing the Capital Improvement Plan* section in this budget document.

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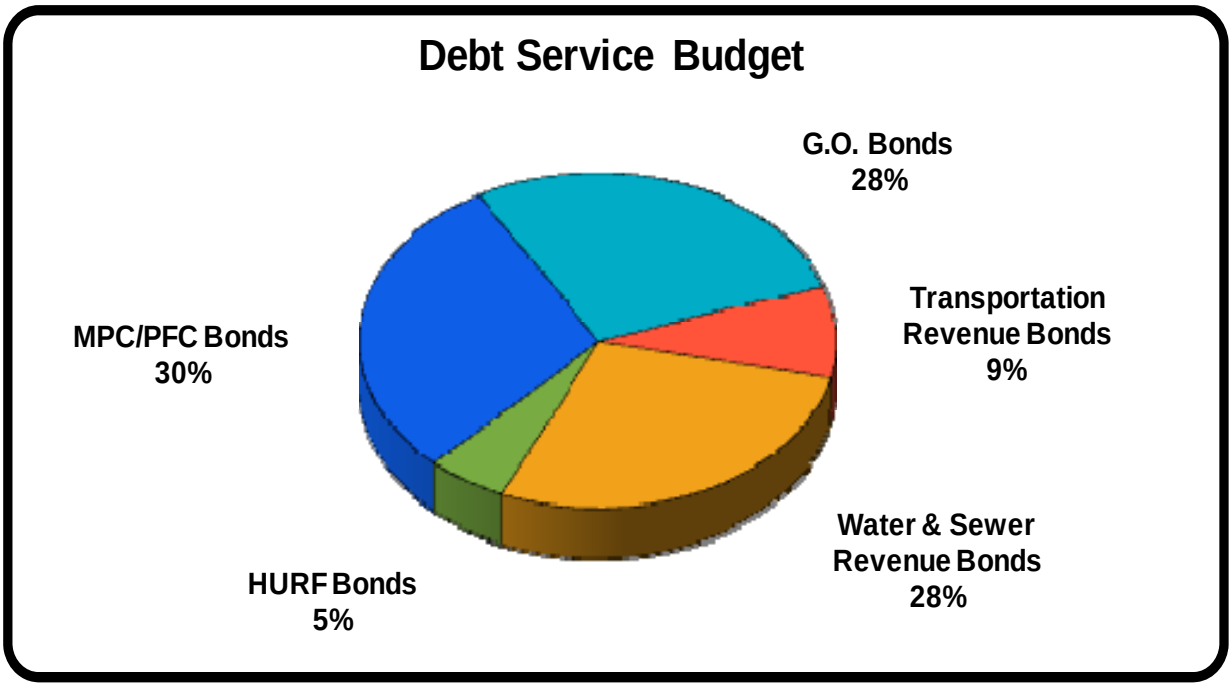

CONCLUSION

This *Budget Summary* is intended to provide a general overview of the FY 2013 budget document and to highlight some of the more significant program changes and policy issues addressed in the budget document. The sections that follow the *Budget Summary* section provide more detailed information about the city's organizational structure, its goals and objectives, and operating budgets for each city department.

Documents comprising the foundation for Glendale's annual budgeting process have been included in this budget document as well. The *Financial Plan* and *Financial Policies* documents identify and explain the strategies used to meet and stabilize city revenues and expenses, and ensure the continuity and reliability of basic services. The *Five-Year Forecast* addresses the long-term financial projection for city revenues and expenditures.

In addition, the city continues to implement of the business-based approach to providing and evaluating city services. Accompanying this approach are departmental business plans that were initiated in FY 2004 and continue to be based on the City Council's strategic priorities. In future city budgets, the Mayor and Council's vision for the community will continue to be outlined and then translated into specific actions and programs through departmental business plans. This will then guide the budget process to ensure the Council goals are achieved through each dollar spent by the city.

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

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

The City of Glendale publishes several other documents that may be of interest and assistance in understanding city operations. These include the *Comprehensive Annual Financial Report* and *Debt Management Plan*, available from the Financial Services Department; *the Glendale General Plan*, which was overwhelmingly approved by voters in 2002 and is available from the Community and Economic Development Department; and the *Glendale Annual Report* distributed by the Communications Department.

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

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

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GLENDALE

Financial Guidelines

Annual Budget, 2012-2013

FIVE-YEAR FORECAST

INTRODUCTION

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

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

WHY DO WE DO FORECASTS?

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

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

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

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

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—equal to between 5% and 10% of the city's GF revenue budget for the upcoming fiscal year—and the funds to back that appropriation, for emergencies and unanticipated expenses. This requirement provides the city with a cushion to offset unexpected shortfalls in revenue caused by an economic downturn, or other unexpected events, that may occur in any given year. As part of the budget resolution, City Council will annually commit the funding level of the minimum fund balance requirement.

GF EXPENDITURE FORECAST

In order to develop a comprehensive *Five-Year Forecast*, assumptions must be made about a number of complex and often uncontrollable cost and revenue variables. These assumptions include, but are not limited to, the present and future condition of the economy, population growth rates and changes in federal, state and local policies that may affect municipal operations. In addition, the ongoing costs of prior commitments to provide services, and the ongoing costs for new capital facilities under construction, must be considered.

The quality and reliability of the long-range forecast are largely dependent upon the accuracy of the cost and revenue assumptions used in the forecast. This section and the following section (GF Revenue Forecast) provide explanations of the key assumptions employed in the current GF forecasting model, as well as the key issues that underlie the GF forecast.

INFLATION RATES

Inflation has a major impact on all city revenues and expenditures. Salaries, supplies, equipment and contracted services are all subject to inflationary pressures. Therefore, the cumulative effects of general inflation are considered in the forecasting process.

Because good historical data is available, and the Western Region Consumer Price Index for Urban Users (CPI-U) is adjusted for regional influences, the forecast model relies on this source of inflation data. The CPI-U assesses consumer patterns by judging the cost of a theoretical "market basket" of goods using a specific base year and comparing it with future years. In terms of real purchasing power, $103.60 in goods purchased in 1984 would cost approximately $227.50 in 2011, an increase of 119.58%.

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

CPI - Urban Users (Western Region)

Year	Index	% Increase
1984	103.6	Base Year
1985	108.0	4.25%
1986	110.5	2.31%
1987	114.3	3.44%
1988	119.0	4.11%
1989	124.6	4.71%
1990	131.5	5.54%
1991	137.3	4.41%
1992	142.0	3.42%
1993	146.2	2.96%
1994	149.6	2.33%

Year	Index	% Increase
1995	153.5	2.61%
1996	157.6	2.67%
1997	161.4	2.41%
1998	164.4	1.86%
1999	168.9	2.74%
2000	174.8	3.49%
2001	181.2	3.66%
2002	184.7	1.93%
2003	188.6	2.11%
2004	193.0	2.33%
2005	198.9	3.06%

Year	Index	% Increase
2006	205.7	3.42%
2007	212.2	3.17%
2008	219.6	3.49%
2009	218.8	-0.38%
2010	221.2	1.09%
2011	227.5	2.84%
2012*	230.9	1.50%
1984 - 2011 Total		119.58%
1984 - 2011 Avg		2.96%
2003 - 2011 Total		20.62%
2003 - 2011 Avg		2.35%

* 2012 = Jan to Apr Average

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

POPULATION CHANGES

Arizona experienced rapid population growth over the past two decades. Glendale's population was no exception as it almost doubled over 20 years, from 117,348 residents in 1984, to approximately 233,281 residents in 2004—a 99% increase. Population growth leveled off from the high growth experienced in the 1990s and the early years of the current decade given that the

2005 – 2009 average annual increase was a more moderate 1.39%. In 2010, the census figures released for the city were much lower than projected. The current population is estimated at 226,721 which is a 9.24% decrease from the 2009 figure. This loss in population had an adverse impact on our state-shared revenues that are distributed based on a proportion of population.

The following table shows the historical and projected population growth and percentage increases for years 1984 through 2017, measured as of the beginning of the fiscal year. The data included in the table was supplied by the Glendale Planning Department.

City of Glendale Population at Start of Fiscal Year

	Year	Population	% Increase
	1984	117,348	4.49%
a	1985	122,392	4.30%
	1986	127,486	4.16%
	1987	132,581	4.00%
	1988	137,675	3.84%
	1989	142,769	3.70%
b	1990	148,134	3.76%
	1991	151,558	2.31%
	1992	155,916	2.88%
	1993	161,688	3.70%
	1994	168,874	4.44%
c	1995	182,615	8.14%
	1996	186,500	2.13%
	1997	191,612	2.74%
	1998	196,820	2.72%
	1999	208,095	5.73%
d	2000	218,812	5.15%

	Year	Population	% Increase
	2001	224,703	2.69%
	2002	227,763	1.36%
	2003	231,288	1.55%
	2004	233,281	0.86%
e	2005	242,369	3.90%
	2006	243,737	0.56%
	2007	246,396	1.09%
	2008	248,745	0.95%
	2009	249,811	0.43%
f	2010	226,721	-9.24%
	2011	227,446	0.32%
*	2012	228,015	0.25%
*	2013	228,585	0.25%
*	2014	229,157	0.25%
*	2015	229,731	0.25%
*	2016	230,305	0.25%
*	2017	230,881	0.25%

Notes:

a 1985 Special Census
b 1990 Census
c 1995 Special Census - includes Luke AFB
d 2000 Census
e 2005 Special Census (September 1)
f 2010 Census
* Projected Population Figures

All population counts and estimates from 1995 forward include Luke AFB

EMPLOYEE SALARY ADJUSTMENTS

The forecasting models are normally programmed to include pay range or "market" adjustments for city employees. With the guidance of the Human Resources Department, Council sets a target of providing a pay range adjustment that is based on a market survey of other Valley cities and therefore may vary depending on whether a job classification is below market, at market or above market. Prior to the implementation of this practice a few years ago, the pay range adjustment was tied solely to the consumer price index and the western region inflation rate.

Pay range adjustments and merit increases are not automatically given to non-step plan employees. Council must specifically approve merit and/or pay range adjustments for non-step plan employees for the upcoming fiscal year as part of the budget development process. Both increases are also based on the city's ability to pay in any given year. For FY 2013, no pay increases are included in the forecast.

For FY 2006, City Council approved new pay plans for both police and fire sworn personnel to ensure we obtain the most highly qualified staff to provide public safety services to our residential and business communities. They are called "step plans" and apply to sworn positions not classified as managerial. These pay plans are based upon years of service, or steps, and merit increases are automatic as the employee completes each year of service within the city. In addition, public safety personnel representatives meet with the city manager each year to discuss other employment issues. Any changes in employee compensation derived from these meetings are incorporated into the annual budget through an agreed upon memorandum of understanding.

In addition, the city's performance management system works on the basis of merit increases, typically in 4% or 5% increments, for those who receive "meets" or "exceeds expectations" on their respective annual performance evaluations. As mentioned previously, these increases are not included in the FY 2013 budget nor are they included in the Five-Year Forecast. However, in normal years employees that fall into these categories would receive a merit increase based upon their performance evaluation. As in previous years, if an employee "does not meet expectations" that employee would not receive a merit increase. This methodology covers all employees not included in the public safety step plans.

EXPECTED CHANGES TO EXPENDITURES

The identification of issues and concerns that will affect the overall cost of providing the high quality services that our citizens have come to expect is a critical part of the forecasting process. For example, residential and commercial growth and aging infrastructure are critical cost factors that warrant careful consideration during the forecasting process. New residential and commercial development and the maintenance of existing infrastructure will continue to challenge our ability to expand, sustain and improve existing levels of service in future years.

VEHICLE/TECHNOLOGY REPLACEMENT FUNDS

These replacement funds were designed to allow the city to replace outdated, or worn out equipment at regular intervals. The Field Operations and Information Technology Departments are the administrators of the vehicle and technology replacement programs, respectively.

Starting in FY 2009 and as a direct result of the great recession, the funding level was once again lowered to 75% (50% ongoing and 25% one-time) and the FY 2010 and FY 2011 GF contributions will remain at the 50% ongoing level. In FY 2012, the GF contributions were decreased another 10%, bringing the overall GF contribution rate to 40%. This reduction in the GF contribution level will remain in FY 2013 and was needed to fund other critical items identified in the city manager's recommended balanced budget. Other measures that have been implemented regarding the replacement funds include the following:

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

DEBT SERVICE OBLIGATIONS

The forecast includes the scheduled increases and decreases in capital lease debt service payments associated with capital equipment and land purchases. The capital lease debt service payments are included in the departmental operating budgets. Refer to Schedule 8 at the back of this budget book for a complete listing of the capital lease debt service for the city's various funds.

The forecast also includes changes in existing, long-term Municipal Property Corporation (MPC) debt service financings associated with the new regional public safety training facility, infrastructure improvements for the Zanjero development, and the new convention center/media center/parking garage facilities at the Westgate development.

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

Refer to Schedule 7 for a detailed listing of the current principal and interest payments related to the City's existing debt service agreements at the time the annual budget document was produced.

GENERAL FUND REVENUE FORECAST

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

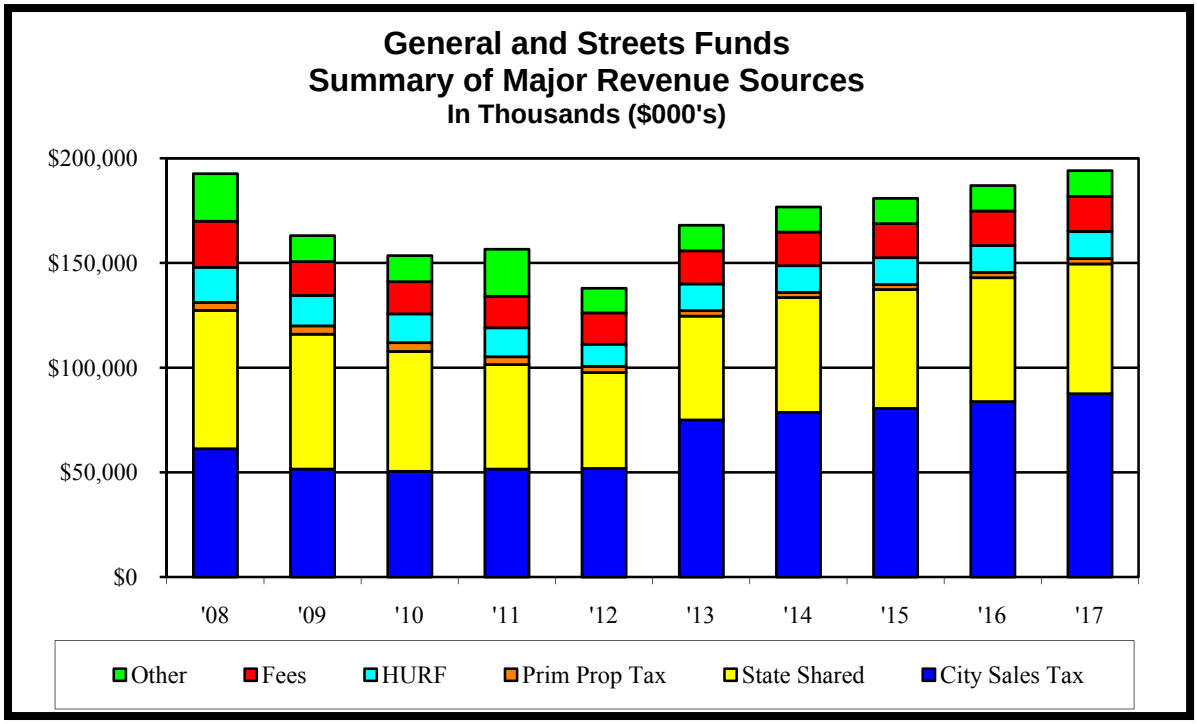
These national conditions deteriorated rapidly during the summer and fall of 2008 and continued into 2009 as the credit markets froze for consumers and businesses resulting in a precipitous decline in business investment and consumer spending. Then the ranks of the unemployed began

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

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

The following graph provides historical data as well as projections for the major revenues sources of the GF. The graph also includes highway user revenues fees, commonly known as HURF or Streets Fund monies. The graph illustrates the relative importance of city sales tax and state-shared revenues in comparison to our overall GF revenue base. These main revenue sources have comprised between two-thirds and three-fourths of the GF ongoing revenue since FY 2002. For the forecast period, this percentage is expected to remain at approximately three-fourths due to the planned 7/10ths of one cent sales tax increase in FY 2013.

The other notable GF revenue sources include various fees (municipal court, user fees and charges for city services like building inspections, plan reviews, recreation classes, etc.), the primary property tax and a category called "other" (interest income, city property rental income, bond/lease proceeds, staff/admin charge-backs and miscellaneous revenues).



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

City Sales Tax

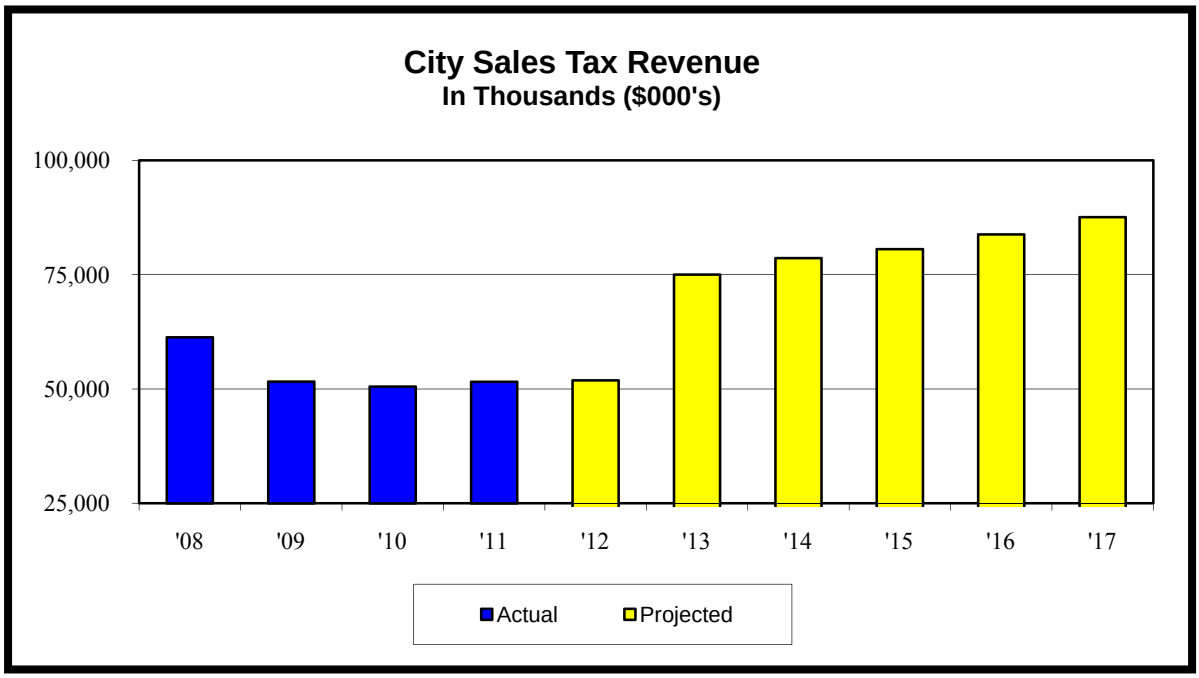
City sales tax is "elastic" revenue, meaning it varies directly with the economy. During times of economic expansion, elastic tax revenues increase, due to higher levels of consumer spending. During an economic downturn, the opposite is true and tax revenue levels decline. City sales tax receipts comprise 44.7% of the city's GF and Streets revenue budget for FY 201. This percentage is projected to remain stable for the forecast period, fluctuating between 44.7% and 45.1%.

City sales tax for the forecast period is projected using a combination of econometric modeling and formula calculations. The Financial Services Department obtains its initial projection from a linear regression model, using state disposable personal income as a primary variable. The resulting figures are modified to account for other key variables directly related to the city. For example, since increased employment is usually accompanied by a rise in consumer and business purchasing volume and therefore increased sales tax revenue, Maricopa County's five-year employment growth estimate is incorporated into the city's sales tax forecasting model.

City sales tax collections declined from $61.3 million in FY 2008 to $51.6 million in FY 2011, or 15.8%. The revised FY 2012 city sales tax revenue projection is essentially flat with FY 2011 coming in $51.9 million. However, FY 2013 includes a modest increase of 1.5% with the remaining years in the forecast period fluctuating between 2% and 4.5%, before the planned 7/10ths of one cent sales tax increase. This expectation is based on the continued expansion of Glendale's sports, entertainment, office and retail destination area, and the continued attraction of diverse job growth industries to the city. It also is based on the expected growth in Arizona's

population and disposable personal income as projected by various experts on the Arizona economy.

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

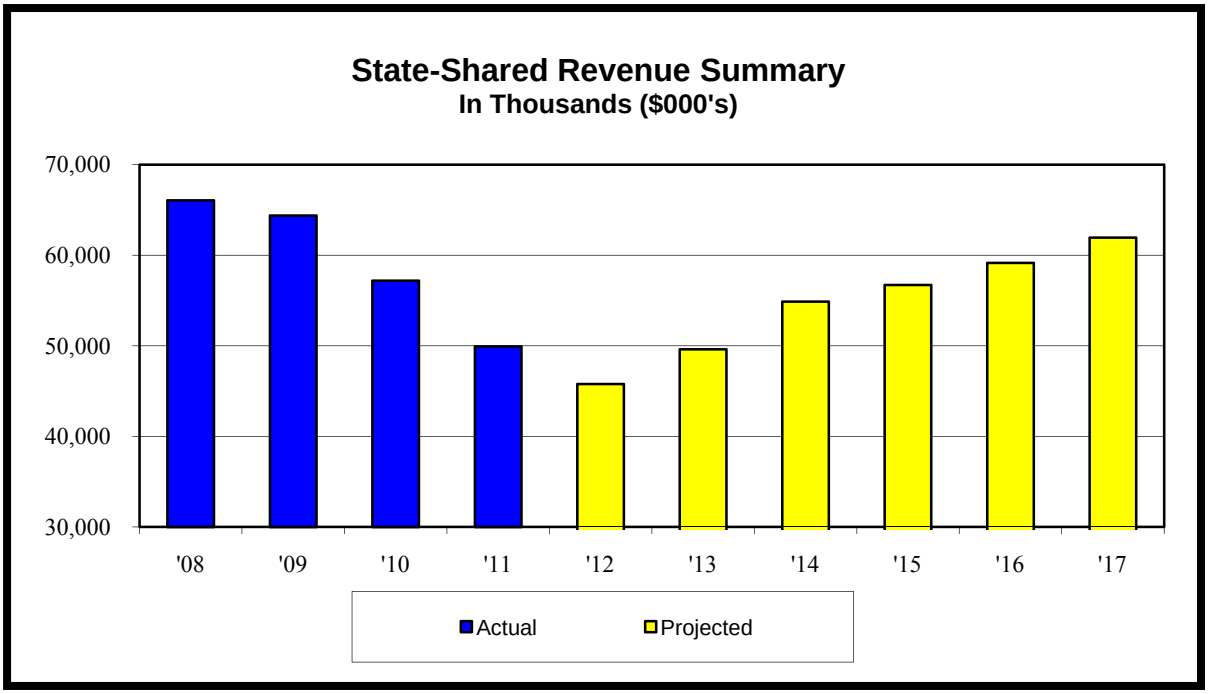


State-Shared Revenue

Cities and towns in Arizona are beneficiaries of a state-shared revenue program that distributes state-collected revenues to Arizona municipalities. State-shared revenues in this document specifically refer to state sales tax, state income tax and motor vehicle in-lieu receipts. State shared revenue receipts comprise about 29.5% or $49.6 million of the city's GF and Streets revenue budget for FY 2013, including HURF. This is a precipitous drop from the 39.5% level or $64.4 million that was collected in FY 2009. The forecast period assumes a percentage between 29.5% and 31.9% over the forecast period due to slow growth projections in Glendale's population figures coupled with increases in population growth of other outlying valley cities. This revenue source is projected to rebound by $5.3 million in FY 2014 and total $54.9 million due primarily to a projected increase in state income tax receipts. The projection for FY 2015 through FY 2017 is for more modest growth averaging $2.4 million per year.

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

growth as a key variable, are also considered in the development of our projections. State sales tax estimates are based on a model similar to the city sales tax forecast. The forecast model assumes that the motor vehicle in-lieu will increase at its historic rate.



The average annual growth rate for state shared revenue collections decreased by 8.8% (FY 2008 – FY 2012) and is projected to decrease by another 8.3% in FY 2012 before rebounding in FY 2013. State-shared revenues are directly affected by the economic climate as well as legislative changes such as income tax rate reductions and/or adjustments to distribution formulas – both of which have occurred over the last several years. The forecast assumes an annual average growth rate of 6.3% in FY 2013 - FY 2017 as the national economy rebounds.

Property Tax

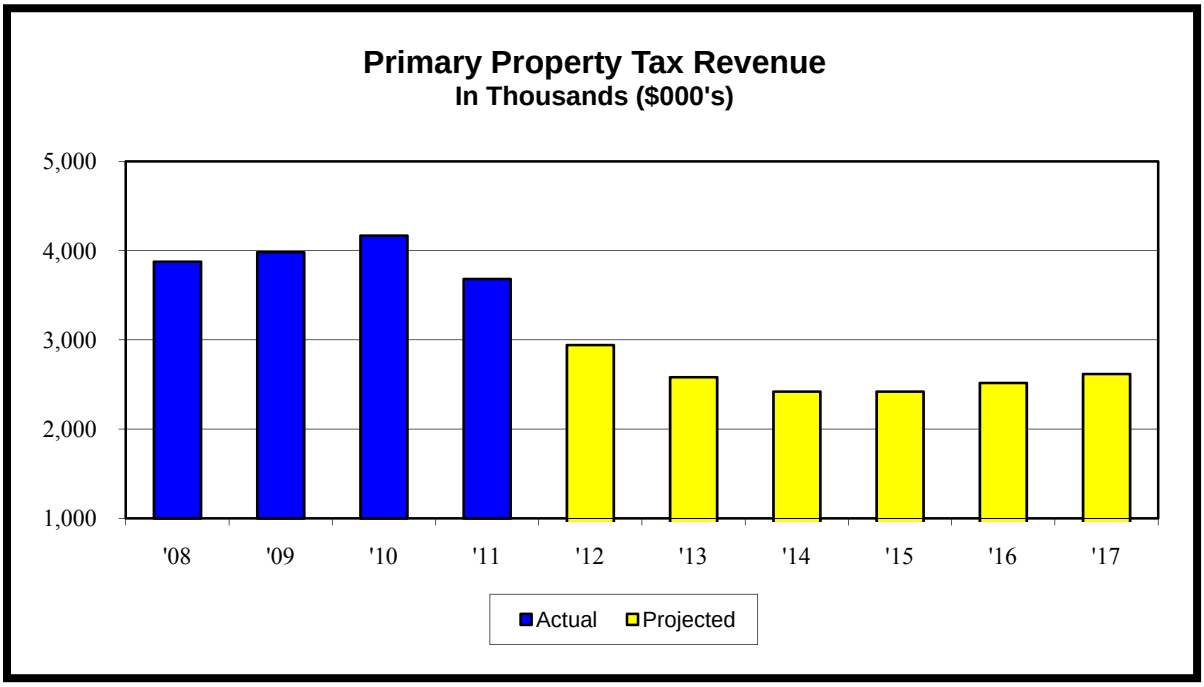
Arizona's property tax levy consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any lawful purpose. It is the primary property tax revenue that is included in the GF. The secondary property tax is an unlimited levy that can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose.

Primary property tax revenue is a relatively small revenue source for the GF as it comprises only 1.5% of the total, or $2.6 million for FY 2013. The city's property tax projection must consider the rate of growth in assessed valuation, the assessment ratios for different types of property, and the components of growth associated with new properties as well as appreciation of existing properties. Property tax revenue can be challenging to predict because of the number and types of variables that affect this revenue source such as exemptions and assessment ratios, both of

which are set by the Arizona Legislature. Nevertheless, the driving force in forecasting property tax revenue is the assessed valuation of property.

For FY 2013, Glendale's total property tax will increase from $1.5951 to $1.9005. This rate is made up of the primary property tax rate of $0.2252 (which remained unchanged year over year) and the secondary property tax rate of $1.6753 which reflects an increase of $0.3054 from the FY 2012 rate of $1.3699. The secondary property tax rate is not included in the GF revenue forecast.

The Financial Services Department analyzes historical property tax data to arrive at reasonable assumptions about long-range trends in assessed valuation. Despite Glendale's historical growth in assessed valuation of the past several years, we know the current imbalance between supply and demand in the housing industry will take some time to right itself. Our projection includes a 12.3% decline in primary property tax revenue for FY 2013, followed by a 6.3% decline in FY 2014 and zero growth in FY 2015. Modest increases in FY 2016 and FY 2017 averaging 4% in primary property tax revenue round out the forecast period.



Highway User Revenue Fees (HURF)

This source is commonly referred to as the gasoline tax although there are several additional transportation-related fees that comprise this revenue, including a portion of vehicle license taxes. Overall, much of this revenue source is based on the volume of fuel sold rather than the price of fuel. The Arizona state constitution restricts the use of HURF revenue to street and highway purposes such as right-of-way acquisition, construction, reconstruction, maintenance, repair, and the payment of the interest and principal on HURF bonds.

In the past, the Arizona Legislature has altered, and may in the future alter, (1) the type and/or rate of taxes, fees and charges to be deposited into the Arizona Highway Revenue Fund and (2) the allocation of such monies among the Arizona Department of Transportation, Arizona cities and counties and other purposes. In fact, the Arizona Legislature reduced the amount of funds allocated to cities for FY 2009.

In FY 2012 the city expects to receive $10.6 million in HURF revenue, which is a 23.8% decrease from FY 2011 and is 36.8% below FY 2008 levels. HURF revenues are projected to rebound in FY 2013 and increase by 20.9% and they will comprise 7.6% or $12.8 million of the total GF and Streets revenue. This amount is expected to grow modestly to $12.9 million by the end of the forecast period. Given the state of the economy, we have assumed a 0.2% average growth rate for the remainder of the forecast period. This conservative forecast is based on the assumption that consumers will continue to change their driving habits to smaller, more fuel efficient vehicles and to greater use of public transit as the price of fuel continues to escalate.

Fees and Charges

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

Total projected fees and charges are expected to be $16.1 million in FY 2013, about 9.6% of total GF and Streets revenue. By FY 2017, revenue from fees and charges is expected to grow to $16.7 million. FY 2013 revenue is projected to increase by 5.8% over the previous fiscal year, but the average growth rate for the remainder of the forecast period is 1.4%.

Other Revenue

This category includes interest income, capital lease proceeds, city rental income, general staff and administrative service charges and other miscellaneous or one time revenues, like the sale of land. Staff and administrative chargeback revenues comprise the largest component of the other revenue category.

Departments whose operations are supported by the General Fund, such as the Financial Services, Human Resources and Risk Management, City Attorney and Facilities Management Division of the Public Works Departments, provide services to the city's water/sewer, sanitation and landfill enterprise funds as well as the self-supporting Transportation Fund (supported by the transportation sales tax). These are services that enterprise fund operations would have to pay outside contractors to provide if city departments did not provide them. Consequently, each of the identified operations is required to pay its fair share of the cost for these services, which are called general staff and administrative service charges.

The Financial Services Department established these charges based on an indirect cost allocation model that uses various accepted allocation methods and is updated annually. The charges are applied against enterprise fund's operating budget in equal amounts (i.e. 1/12) each month. The Internal Audit Department reviewed the cost allocation model during FY 2005 to assess the validity and reasonableness of the model and determined it was a reasonable method to allocate GF costs. During FY 2009, the model was again evaluated but by an outside firm that performs audits of public sector entities. The FY 2009 evaluation found the model to be a reasonable and valid method for allocating GF costs, as well as a generally accepted budget and financing practice that cities and other government agencies commonly use.

The total general staff and administrative service charges for FY 2013 are $8.9 million and comprise about 74.8% of the "other" revenue category which is projected to total $11.9 million in FY 2013. The $11.9 million represents only 7.1% of total GF and Streets revenue. The other revenue category is anticipated to decline by 2% in FY 2014 and then grow by an average of 1% each year through the remainder of the forecast period. This revenue category is also includes interest, city property rental and miscellaneous income.

NET REVENUES & EXPENSES

The final step in completing the *Five-Year Forecast* is the comparison of the net effects of the projected revenues and expenses on the General and Streets Fund balances. Over the five-year period of this forecast, the city's operating and capital budgets are balanced. However, due to the national economic downturn that we are experiencing, the city needed to increase its sales tax rate by 7/10ths of one percent to generate approximately $23 million of additional revenue. In addition, ongoing cost reduction/cost saving measures totaling $9 million were needed in FY 2013 to balance the budget and allow for a projected ending fund balance/reserve of $6 million.

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

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

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

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

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

Five Year Forecast Summary

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

CONCLUSION

Long-range forecasting and modeling are powerful management and decision-making tools. A key objective in long-range forecasting is to estimate the future consequences of past and present decisions. The *Five-Year Forecast* process reminds us to lift our eyes from the road directly ahead, cast a glance in the rear-view mirror to see where we have been and take a look through the windshield into the future to assess where we are going.
The current *Five-Year Forecast* indicates that if we continue to exercise fiscal discretion and restraint, examine carefully any projects that entail ongoing expenses, practice prudent fiscal

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.

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FINANCIAL PLAN

INTRODUCTION

The foundation for our FY 2013 operating and capital budgets reflects Council's vision of 'one community.' That foundation is supported by additional strategic goals and key objectives, as discussed in the Mayor's and City Manager's budget messages, including the continuation of fiscally sound financial management practices. Glendale's Financial Plan addresses the critical issues that must be addressed with each fiscal year's budget, as well as the strategies that are used to sustain Council's strategic goals while accommodating fluctuations in the economy.

It is critical for a local government to respond quickly and comprehensively to changes in the political and economic environment so that city services are not compromised. The City of Glendale engages in financial planning in order to avoid curtailing basic services or delaying needed infrastructure improvements when revenue sources are adversely affected. The following discussion highlights the principal issues facing the city (operating budget constraints) and the long-term and short-term key strategies for addressing the changing economic and political environment in which we operate.

OPERATING BUDGET CONSIDERATIONS

Operating Revenue Considerations

A city's ability to generate additional revenue from existing sources, or create new revenue sources, is limited by social and economic conditions, state statutes, City Council policies and public sentiment. Municipal tax rates and bonding (borrowing) capacity also are limited by state law and require citizen support and/or voter approval. In addition, some revenues are legally restricted and therefore must be used for specific purposes. Examples of special-purpose revenues include public safety and transportation sales tax revenues, highway user revenue fees (HURF), water, sewer, landfill, and sanitation user fees and development impact fees.

The General Fund covers costs for essential city services like police, fire, parks/recreation, library services and neighborhood preservation, as well as critical support functions like financial and budget management services, human resources and legal services. Many city departments must rely exclusively on General Fund revenues to finance their operating costs, whereas others receive a lesser amount of General Fund financial support.

The city's primary ongoing General Fund revenue sources are state-shared revenues and city sales taxes. These sources typically account for approximately two-thirds to three-fourths of the city's ongoing General Fund revenue budget. State-shared revenues and local sales tax revenues can be sensitive to changes in national, regional and local economic conditions. When the state and local economies are healthy, state-shared and city sales tax revenues normally increase. When the economy enters a downward cycle or recessionary period, these revenue sources could decline, although that is not always the case.

State-shared revenues are comprised of state income tax and state sales tax revenues, as well as state motor vehicle licensing revenue. The state of Arizona distributes to incorporated towns and cities a portion of these state receipts based on each entity's population in proportion to the state's total population of incorporated areas. State-shared revenue is subject to fluctuation due to changes in the economic environment, as well as the political environment, as evidenced by prior legislative discussions to modify the amount of state-shared income tax revenue to be distributed to municipalities. For FY 2013, state-shared revenue is expected to be distributed in the same manner used for the FY 2012 distributions.

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

Other sources of city revenue, such as property taxes, franchise fees, and development permits and fees, are also subject to external economic and political factors. For example, property tax revenues are dependent on total assessed valuation, appreciation of existing property, and the amount and type of new construction, as well as the property tax rate approved by Glendale's City Council. State limits on property tax rates also constrain the use of this revenue source for General Fund operations. Therefore, we took a prudent approach to projecting these other revenues for FY 2013. A more detailed discussion of these other revenue sources and the projection for FY 2013 is found in the *Budget Revenue Summary* section.

Population Growth

Arizona has experienced phenomenal growth in the past few decades. It is consistently rated in the top tier of the states experiencing the highest levels of growth in the nation. Growth in population is often accompanied by job growth, which is often a reflection of a healthy local and regional economy. A growing population tends to fuel consumer spending as homes are purchased, and consumer goods for those homes are bought. In addition, the state-shared revenues discussed in the previous section are based on a city's population in comparison to the total population, so there is an unintended incentive to encourage population growth in order to receive more state-shared revenue.

Nevertheless, growth is often a double-edged sword. Rapid and prolonged population growth places a great deal of strain on existing resources. This kind of population growth can make it difficult for the city to maintain current levels of services, repair and replace existing infrastructure as it ages and finance future growth-related needs. The city employs various financing strategies and mechanisms to equitably apportion the costs of growth among various sectors of the community, as well as among current and future Glendale residents. The financing strategies include bond financing, development impact fee assessments, and the creation of improvement districts. These are discussed in more detail in the *Ten-Year Capital Improvement Plan* section.

Large, expensive projects like recreation facilities, libraries, water and sewer treatment facilities, and public safety facilities require a long-term commitment of resources for ongoing operating costs of these new facilities. For these kinds of projects, the city staggers the opening of them in order to adequately absorb the additional operating costs that come with their operation. Also, Glendale prefers to use conservative population estimates in its planning process to ensure the revenues needed to operate the facility are available when the project is completed. When unusual growth occurs, the city has several short-term, rapid-impact strategies it can employ to accelerate the provision of services and/or infrastructure development.

Routine Operating Expenses

The cost associated with many routine operating necessities, such as utilities, continue to rise. While Glendale has taken a proactive approach to minimizing the impact of such cost increases, some level of cost escalation is inevitable in order to maintain a high level of service for the Glendale community. In developing the operating budget, these routine operating cost increases were at the top of the list of items that had to be addressed before allocating funds for other purposes.

Capital Expense Considerations

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

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

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

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

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

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

Administering a Sound Financial Plan

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

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

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

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

LONG-TERM STRATEGIES

Adjusting Staff Levels

Although Glendale has one of the Valley's lowest ratios of city authorized staff positions to population (8.00:1,000) personnel-related costs account for 79% of the city's General Fund operating expenses. The adjustment of staffing levels is an ineffective method for addressing short-term budget deficits because it requires lead-time to implement effectively and it may adversely affect the city's ability to maintain quality services. However, downsizing, when combined with other strategies, can be an effective method of dealing with prolonged economic slowdowns.

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

Alternatives to Permanent Staff Increases

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

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

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

Equalizing Predictable Expenses

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

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

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

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

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

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

Capital Improvement Plan Development

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

Major capital projects can be planned, scheduled, and financed in ways that will not deplete needed resources from the annual operating budget or require an increase in Glendale's secondary property tax. Short-term financial strategies, such as various financing instruments or the acceleration or deceleration of project schedules, can help us meet unusual population growth or service demands. The introduction to Glendale's *2013-2022 Capital Improvement Plan* provides an explanation of the capital project process.

Property Tax Stabilization

For over a decade, Council policy has been to stabilize the property tax rate and structure at reasonable levels so that property tax revenue is sufficient to meet long-term, foreseeable revenue needs without requiring intermittent adjustments. Capital improvement projects are planned, financed and scheduled for implementation so that the secondary property tax rate can remain relatively stable over the coming decade.

Arizona's property tax levy consists of two tiers. The primary property tax levy has state-mandated maximum limits, but it can be used by a city for any lawful purpose. The primary property tax revenue is included in the General Fund. However, because Glendale has minimized its use of the primary property tax levy, this revenue source is expected to be less than 2% of the city's anticipated General and Streets fund revenues in FY 2013.

The secondary property tax is an unlimited levy that can be used only to retire the principal and interest on a municipality's General Obligation bond debt. This revenue source provides more 'bang for the buck' because it can be leveraged to borrow more funds to pay for capital projects. Therefore, the secondary property tax levy is optimized in relation to the primary property tax levy.

Although many cities in other parts of the country use the property tax rate to make short-term operating budget adjustments, changes in Glendale's tax structure or rates are viewed as long-term financial strategies. Arizona's tax limitation statute, the relatively minor role of primary property tax revenue on Glendale's operating budget, and the city's property tax stabilization policy combine to make property tax adjustment an ineffective short-term strategic tool.

As a practical matter, it might take up to a year for a property tax change to be implemented and longer to produce a significant increase in revenues. Growth in the tax base and changes in the assessed valuation rate determined by the county often have a larger impact on the level of revenues raised through property taxation.

Given these facts, increasing Glendale's property tax rate is a more appropriate alternative for addressing a chronic structural imbalance between revenues and expenses than for balancing a single year's operating budget. For example, when the city reaches full build-out much less revenue will be generated from new tax base growth. If this decrease were not accompanied by sufficient growth in assessed valuation or offset by increases in other revenues or a reduction in operating expenses, a serious imbalance might occur that might trigger a property tax increase.

As noted above, secondary property taxes are used to repay voter-authorized General Obligation bond debt. With efficient scheduling of bond sales and capital projects, the *Ten-Year Capital Improvement Plan* is designed to keep the secondary property tax rate level. Changes in capital construction schedules, interest rates and several other variables might necessitate a property tax rate adjustment over the longer term; however, most of these situations can be addressed by fine-tuning the primary tax rate and directing the flow of interest earnings on bond proceeds between construction and debt service funds.

SHORT-TERM STRATEGIES

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

Sales Tax Stabilization

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

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

For the FY 2004 budget, a different approach was taken to establishing the FY 2004 revenue budget for city sales tax receipts. The FY 2004 revenue budget for city sales taxes included a full year of estimated sales tax receipts from new development that was expected to open by the start of FY 2004 or shortly after the start of the fiscal year. This approach was taken to avoid severely impacting service levels as a result of sluggish growth in state shared revenues. For the FY 2005 through FY 2008 budgets, this approach was further modified to allow the city sales tax projection to match the previous year growth percentage because this revenue source had performed so strongly.

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

Operating Capital Management

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

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

- selected routine infrastructure maintenance activities such as the street resurfacing program.

In addition, the initial purchase of a vehicle is funded with operating capital. For example, if a new inspector position is approved for the Building Safety Department, that inspector will need a vehicle. The initial purchase of the new vehicle for the new inspector position is funded with operating capital because it is an addition to the city's fleet (versus a replacement). Subsequent replacement of that vehicle is then funded through the vehicle replacement program.

Unlike personnel costs, it is relatively fast and easy to make adjustments to operating equipment budgets without reducing the city's service capacity or quality. Adjustments to the rate at which operating capital is spent can function as an effective short-term shock absorber to level out temporary revenue fluctuations. Glendale residents will not be materially affected if city fleet vehicle replacements are delayed or accelerated in a single budget year, as long as the replacement program continues and repair and maintenance costs for these vehicles are not unreasonable. For example, delaying a portion of the street resurfacing program in one year does not have major negative consequences if the program is accelerated in the following year.

An ongoing, stable revenue source is much less critical for operating capital than it is for maintaining service levels for police, fire and emergency services. It is important to keep in mind that maintaining adequate operating capital levels and adjusting the rate of capital spending minimizes the need to reduce the operating budget or deplete other fund resources. When possible, operating capital budgets are restored before any new programs or employees are added to the ongoing budget.

Building and Maintaining Adequate Fund Balance

By law, Arizona cities are required to prepare and operate under a City Council-approved balanced budget that must be filed annually with the state's Auditor General. City government is prohibited from spending more than the total amount appropriated in its annual budget document. This limitation raises several interesting questions about how the city can successfully maintain an annually balanced budget in years when General Fund revenue deficits or surpluses occur.

General Fund revenue surpluses accrued in one year can be reserved and used to offset revenue deficits that might occur in a subsequent year. The accounting mechanism Glendale uses to reserve General Fund surplus revenues is referred to as the General Fund's fund balance. Every fiscal year, a portion of fund balance is established as a General Fund contingency appropriation. A similar contingency appropriation is established each year for other city funds like the enterprise operations (e.g., sanitation fund and landfill fund). This mechanism enables the city to meet the legal constraints of a balanced annual budget and provides a source to address emergencies and other unanticipated expenses.

Like operating capital, fund balance can function as a financial shock absorber to smooth out short-term revenue and expense fluctuations. When sluggish economic conditions result in lower-than-projected revenues, a portion of fund balance can be allocated to cover budgeted

operating expenses. When the economy is healthy, and revenues are higher than predicted for annual budgeting purposes, the excess revenues can be added to the fund balance for future use.

City Council policies discourage the routine use of fund balance to support long-term or ongoing expenses in the operating budget. The City's financial policy calls for the city's contingency appropriation be equal to between 5% and 10% of General Fund revenues (refer to the *Financial Policies* section for additional details). If fund balances are used for one-time projects, restoring them becomes the highest budgeting priority after assuring that adequate operating funds are available to support essential services and infrastructure needs.

The sales tax stabilization strategy produces a domino-like effect that supports the city's ability to maintain adequate fund balance during times of high revenue growth. Conservative revenue estimates result in conservative annual budget estimates. Conservative budget estimates limit growth in non-essential operations, and this practice permits a portion of the excess sales tax revenue to be allocated to contingency reserves. These reserves can offset drops in other revenue tax sources, such as building permits, or augment sales tax revenue when unpredictable downturns occur. Once reserves reach the 10% of revenues target level, any further amounts are usually added to the operating capital budget.

Fund-related financial information is summarized in Schedule One, which is entitled Fund Balance Analysis. Detailed descriptions of each fund in Glendale's financial system, including the General Fund, enterprise funds and special revenue funds, are contained in the *Budget Summary* section of this document.

CONCLUSION

During the economic downturn that began in late 2001 and continued through early 2003, Glendale employed some of the short-term strategies outlined in the previous sections. By FY 2006, it was clear that the economy had rebounded. The record setting growth that we experienced during this time ended during FY 2008. In order to deal with this most recent slowdown in the economy, we have continued to follow many of the cost-saving measures that were implemented in FY 2003, including

- No transfers of salary savings to operating budgets except in very limited instances.
- Non public-safety staffing positions are reviewed by upper management to make sure they still are serving current business needs and demands as they become vacant before the recruitment process actually begins for those positions.
- No unbudgeted carryover savings – all carryover will be returned to the General Fund
- Capital projects are reviewed for all operating and maintenance costs

These strategies, coupled with prudent budgeting practices, allowed Glendale to deal with the recent economic downturn without severely hampering current services and programs. Continuation of these strategies will see us through the future.

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FINANCIAL POLICIES

The financial policies establish the framework for overall fiscal planning and management and set forth guidelines for both current activities and long-range planning. These policies are reviewed annually to ensure the highest standards of fiscal management. The City Manager and the leadership team have the primary role of reviewing financial actions and providing guidance on financial issues to the City Council.

OVERALL GOALS

The overall financial goals underlying these policies are:

1. **Fiscal Conservatism**: To ensure that the city is in a solid financial condition at all times. This can be defined as:

   A. Cash Solvency - the ability to pay existing bills
   B. Budgetary Solvency - the ability to balance the budget (all operating, capital and debt service expenditures should be covered by the appropriate revenue sources and meet all statutory requirements prior to the beginning of the year)
   C. Long Run Solvency - the ability to pay future bills
   D. Service Level Solvency - the ability to provide needed and desired services

2. **Flexibility**: To ensure that the city is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.

3. **Adherence to the Highest Accounting and Management Practices**: To comply with the Government Finance Officers' Association (GFOA) standards for financial reporting and budgeting, the Governmental Accounting Standards Board and other professional standards.

FUND BALANCE POLICY- GENERAL FUND

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

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

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

ESTABLISHMENT OF FUNDS

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

OPERATING BUDGET

1. **Ongoing operating costs** should be supported by ongoing, stable revenue sources. This protects the city from fluctuating service levels and avoids crises when one-time revenues are reduced or removed. Some corollaries to this policy are:

   A. **Fund balance** should be used only for one-time expenditures, such as capital equipment and building improvements, or contingency appropriations and related purposes.

   B. **Ongoing maintenance costs** such as vehicle repair and maintenance, building maintenance, and swimming pool replastering should be financed through operating revenues, rather than through the issuance of debt.

   C. **Fluctuating federal and state grants** should not be used to fund ongoing programs.

2. **Revenues from growth or development** should be targeted to costs related to development, or invested in improvements that will benefit future residents or make future service provision efficient. While it is tempting to use growth-related revenue to support current operations, doing so can lead to a crisis when the growth rate decreases. This policy implies a commitment to identifying the portions of the city's revenue stream that result from growth.

3. **General Fund appropriations,** including sales tax funds, should include a contingency appropriation equal to at least 5 to10% of projected revenues for the upcoming fiscal year. This contingency appropriation essentially serves as the City’s revenue stabilization account (i.e., rainy day account). As such, it can help to minimize the impact of prolonged fluctuations in sales tax revenues, which is the revenue source most sensitive to changes in the economy. It also can be used to mitigate the negative effects of unforeseeable and unexpected financial situations.

4. **Enterprise Funds** should include a sufficient unappropriated fund balance to absorb fluctuations in annual revenue. Enterprise funds should also be charged directly for overhead services whenever possible, rather than using an indirect cost allocation. These services include expenses related to employee fringe benefits, risk management and workers compensation insurance costs, telephone charges, and technology and vehicle replacement charges. Provisions should also be made for interdepartmental charges for services such as solid waste collection and disposal, as well as vehicle maintenance and repair.

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5. **Replacement of vehicles and technological equipment** will be done through the Vehicle Replacement and Technology Replacement Funds. A rental rate structure will be established annually to provide sufficient funds for replacement of covered equipment. New equipment added to the existing fleet should be paid initially with operating capital by the requesting department. In addition, a corresponding rental rate payment for the new equipment should be included within the requesting department's operating budget on an ongoing basis. The Field Operations Department should review all vehicle-related purchases and the Information Technology Department all technology related purchases.

6. **A financial forecasting model** should be maintained to test the ability of the city to absorb operating costs due to capital improvements, and to react to changes in the economy or service demands. This forecast should cover at least five years and be updated annually.

7. **Salary policy and structure** should emphasize the provision of predictable salary increases, sustainable over time, that serve to recognize and reward the contributions of experienced and well-trained staff. To this end, the merit pay policy provides for merit increases of up to 6% annually to qualified employees based on the city's ability to pay. To reflect increases related to market pay range adjustments and inflation, Council sets a target that is based on a Human Resources market survey of other Valley cities and therefore will vary depending on whether the majority of city job classifications are below market, at market or above market.

8. **Laws and policies related to limitations on revenue sources** should be explicitly addressed in the budget process. These include:

   A. One-third of annual **Local Transportation Assistance Funds** (LTAF) must be devoted to transit (Regional Public Transportation Authority).

   B. No more than one-half of the prior year's **Highway User Revenue Fund** (HURF) can be used for debt service (A.R.S. 48-689).

   C. The city must maintain its level of **General Fund support in street maintenance and operations**, as provided by state law.

9. **Debt Management**

   A. **Short-term borrowing** or lease/purchase contracts should be considered for financing major operating capital equipment when the Executive Director for Budget and Finance Services, along with the city's financial advisors, determines that this is in the city's best financial interest. Lease/purchase decisions should have the concurrence of the appropriate operating manager.

   B. **Short-term debt** should not exceed 5% of revenue or 20% of total debt. The short-term debt for the city is documented in Schedule 8 of this budget book.

   C. **Long-term debt.** The City will maintain a secondary property tax rate to support existing and future property tax supported debt. The City should maintain a general obligation debt service fund balance of at least 10% of the next year's property tax

supported debt service. The long-term debt for the city is documented in Schedule 7 of this budget book.

10. Budget Amendment Policies

A. **Total fund appropriation changes** must be approved by the City Council. These amendments must also comply with the city's Alternative Expenditure Limitation. In order to provide flexibility, between 5 and10% of the total General Fund revenue budget for the upcoming fiscal year should be set aside as a contingency appropriation as long as this contingency is backed by available fund balances.

B. **Uses of contingency appropriations** must be specifically approved by the City Council.

C. **Shifts in appropriations.** The City Charter allows the city manager the authority to transfer an unencumbered appropriation balanced within an individual city office, department or agency. In practice this authority has been limited to transfers of appropriations within the same fund and department. These transfers should be approved by City Council through a clean-up ordinance during the last three months of the fiscal year. In most cases the City Manager will request City Council concurrence with these transfers during the fiscal year since the item prompting the change will usually go to the City Council (e.g., award of contract, contract change order, etc). Any transfers within a fund but between departments must be approved by Council. **Inter-fund transfers** [between funds] must be specifically approved by City Council. Procedures for appropriations transfers and delegation of budget responsibility will be set by the City Manager.

D. **Salary savings transfers** must be approved by the city manager and are prohibited during the first 6 months of any given fiscal year. However, in the event of an extenuating circumstance, the city manager may override this policy and authorize a salary savings transfer during the first 6 months of the fiscal year.

11. A Budgetary Control System will be maintained to ensure compliance with the adopted budget. Quarterly budget status reports will be presented to, and reviewed by the City Council to ensure that the city finances are on track with the adopted budget.

12. Revenue Policies

A. Diversified and stable **revenues** will be maintained to ensure fiscal health and absorb short-run fluctuations in any one revenue source.

B. **User fees** for all operations will be examined annually to ensure that fees cover direct and indirect costs of service. Rate adjustments for enterprise operations will be based on five-year enterprise fund plans and/or other comprehensive rate studies.

C. **Development fees** for one-time capital expenses attributable to new development will be reviewed periodically to ensure that fees match development-related expenses.

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CAPITAL BUDGET

1. **A long-range capital improvement plan** should be prepared and updated each year. The first five years of the 10-year plan should identify projects that can be completed with identified funding sources, with only the first year of the plan actually appropriated. This 10-year plan may include unfunded projects in the last five years of the plan as placeholders that carry out the city's long-term strategic and general plans. All projects are assessed annually regarding their necessity, priority, compatibility with Council goals, long-range plans of various departments and the City's financing capabilities.

2. When planning **capital projects**, each department must estimate the associated impact on the city's operating budget. Examples include any associated staffing, utilities, water, landscape, building and equipment maintenance, computer/vehicle ongoing replacement, insurance costs, etc.

3. **Amendments to capital appropriations** fall under the same guidelines as changes to the operating budget noted above.

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MAYOR AND CITY COUNCIL

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

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

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

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

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

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

City Council Strategic Goals

Our Vision for Glendale:

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

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Accomplishments

Fiscally Sound

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

Strong Neighborhoods

- Engaged citizens by hosting events such as Community, District and Legislative Link meetings.
- Accepted $1,296,540 of Neighborhood Stabilization Program 3 (NSP 3) funds from the U.S. Department of Housing and Urban Development (HUD) as part of the city's Community Revitalization Annual Action Plan. The agreement allows Habitat for Humanity to use the funds to acquire, rehabilitate and sell approximately 12 foreclosed homes to qualified residents.
- Partnered with private funders to acquire 29 previously foreclosed/abandoned homes that have been renovated and will house new families using $2.89 million in Neighborhood Stabilization funds.
- Continued support of the Planning Department's Historic Preservation Plan.
- Recognized neighborhood leaders, community volunteers and businesses that have contributed to their community and improved the quality of the city's neighborhoods with Glendale's annual Spark Awards.
- Continued to support Glendale's 192 registered neighborhoods and HOAs.
- Celebrated "Getting Arizona Involved in Neighborhoods" (GAIN) Night with many of Glendale's 173 Neighborhood Watch Groups.
- Proactively opened 73% of all Code Compliance cases to address code violations in Glendale and responded to more than 11,000 instances of graffiti.
- Received notice from the United States Department of Justice, Civil Division, that Glendale's redistricting map had been approved. The city instituted an aggressive outreach campaign to ensure residents participated in the process.

Public Safety

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

Quality Economic Development

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

A Vibrant City Center

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

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

An Active Partnership with Luke Air Force Base

- Continued to administer the state and federal consulting/lobbying contract for the West Valley Partners, a group of 14 West Valley communities.
- Advanced the statewide "Luke Forward" campaign to bring the new F-35 joint strike fighter mission to Luke Air Force Base. Since October 2009, over 21,000 supporters have registered on LukeForward.com and nearly $25,000 has been raised to privately underwrite the initiative.
- Worked with Fighter Country Partnership to engage the public to participate in the F-35 Environmental Impact Study (EIS) process. As a result, the West Valley hosted a record number of supporters at the public meetings in February 2012 and set a new baseline for written support cards received by the Air Force in support of the F-35 mission.
- Mayor Scruggs, along with Governor Jan Brewer, lobbied in November 2011 for Pentagon and Air Force support for bringing the F-35 mission to Luke AFB. This trip to DC included securing support for linking the departure of two F-16 squadrons with the arrival of the F-35 mission to avoid any prolonged reduction in aircraft and personnel at Luke.

High Quality Services for Citizens

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

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

Interesting Facts

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

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

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MAYOR

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

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

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

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COUNCIL OFFICE

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

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

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Barrel District	1	1	1	1	0%
(1000) Cactus District	1	1	1	1	0%
(1000) Cholla District	1	1	1	1	0%
(1000) Council Office	6	7	7	7	0%
(1000) Ocotillo District	1	1	1	1	0%
(1000) Sahuaro District	1	1	1	1	0%
(1000) Yucca District	1	1	1	1	0%
Total -Council Office	**12**	**13**	**13**	**13**	**0%**

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CITY ATTORNEY'S OFFICE

Craig Tindall

Mission Statement:
Provide the highest level of legal services to the city and its officials by adhering to professional standards, garnering strong understanding of city operations and incorporating all relevant information into the legal advice and guidance provided.

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

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

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

FISCAL YEAR 2013

GOALS	
Goal	Provide high-quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high-quality services for citizens.
Activities	Continue to provide excellent legal and procedural guidance to City Council and administrative bodies as needed for city operations.
Expected Outcomes (Perf. Measures)	Develop strong relationships with department and attend 100% of the meetings or hearings as needed or requested.
Time Commitment	Goal is an ongoing effort.
Expected Challenges	None.
Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Activities	Continue to aggressively prosecute Glendale City Code and state law misdemeanor violations.

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

FISCAL YEAR 2012

Area of Innovation:

- Improvements to the Prosecutor's software program, JustWare, have allowed for a more efficient drafting of plea agreements, which is especially helpful in the courtrooms. Electronic files now exist in JustWare for every defendant.
- Application and acceptance of a Stop Violence Against Women grant in the amount of $148,812 from the Arizona Governor's Office for Children, Youth, and Families. Funding from this grant was used to hire a special Misdemeanor Domestic Violence (DV) Prosecutor and DV Advocate for a one year. This grant may be extended for an additional two years if funding from the Governor's Office is available.
- The Prosecutor's Office continues to use law student interns.

Accomplishments:

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

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

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FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Provide high quality, professional and timely legal services to the Mayor, City Council and city staff.
Related Council Goal	One community with high quality services for its citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Attend 100% of the meetings/hearings as needed or requested.
Obstacles/Challenges	None.
Goal	Serve the people of Arizona by assuring the consistent and ethical application of criminal justice.
Related Council Goal	One community committed to public safety.
Was the goal met?	Yes.
What were the Performance Measures?	Obtain 85% conviction rate or plea agreements on misdemeanor charges.
Obstacles/Challenges	Budget constraints.

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CITY ATTORNEY

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

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

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

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CITY CLERK DEPARTMENT

Pam Hanna

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

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

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

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

FISCAL YEAR 2013

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

FISCAL YEAR 2012

Area of Innovation:

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

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

Accomplishments:

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

GOAL UPDATES	
Goal	Successful completion of city charter required redistricting. State and federal statutes mandate redistricting of the existing six council districts to reflect changes in population and demographics pursuant to the 2010 Decennial Census.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. The City Clerk Dept. successfully coordinated and conducted the redistricting effort resulting in new district lines to reflect changes in population and demographics pursuant to the 2010 Decennial Census.
What were the Performance Measures?	City Council and Justice Department approval of 2011 Redistricting proposal.
Obstacles/Challenges	There were no major issues with the redistricting although it was a challenge to get voters/residents to participate in the process.
Goal	Completion of Parks and Recreation Department Pilot Project: group that is conducting an electronic purging of expired documents according to the city's retention schedules. The goal of this endeavor is to create a reproducible manual that can be used to conduct electronic purges of department files on a regular basis. The long-term goal is to hold an annual Electronic Records Purge Day.
Related Council Goal	One community with high-quality services for citizens.

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

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

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

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CITY CLERK

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

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

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) City Clerk	4	4	4	4	0%
(1000) Records Management	2	2	2	2	0%
Total -City Clerk	**6**	**6**	**6**	**6**	**0%**

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CITY COURT

Judge Finn

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

Department Description:
Glendale City Court adjudicates criminal misdemeanors, city code violations, traffic violations, and certain juvenile offenses committed in the city of Glendale. In cases of domestic violence and harassment, the court issues protective orders. The court has the authority to issue search warrants for misdemeanors and felonies. Glendale City Court collaborates with numerous internal and external justice and community agencies to develop and implement programs to reduce recidivism and promote safe communities. Approximately 120,000 customers enter the court each year to conduct business.

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

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

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FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Increase defendant compliance rates with court financial obligations.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	An automated financial contracts module has been designed and deployed through the Court's AZTEC Wizard case management system. Phone calls to defendants are now triggered after the first missed payment. The contracts module is saving staff time through reduced direct contact with the public.

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What were the Performance Measures?	Implemented new fines collection strategies to increase defendant compliance.
Obstacles/Challenges	Comprehensive training and project updates were necessary to insure staff was comfortable with new business practices. Sufficient staffing levels are directly correlated to effectively processing the volume of revenue-generating phone calls arising from the new contracts module. However, reduced staffing levels have accompanied deployment of the contracts module.
Goal	Increase the operational efficiency of jail court services and reduce jail court costs.
Related Council Goal	One community committed to public safety. One community that is fiscally sound.
Was the goal met?	• Jail Court calendaring modifications allowed the elimination of inmate transportation to Jail Court each Thursday morning, which achieves direct cost savings for the Police Department's prisoner maintenance budget. • The Court Jail Efficiencies Committee worked with the City Prosecutors Office to recommend changes in custody policies to save additional jail costs. When automated detention databases reveal a Glendale inmate is also being held in custody from another jurisdiction, that defendant is now released on their own recognizance to insure Glendale does not incur the incarceration costs. The defendant remains in custody on the alternate jurisdiction's charge. Since June 2010, bookings of 83 Glendale defendants were avoided due to custody holds from other jurisdictions. Had these defendants been booked, a minimum of $15,600 in costs would have been incurred for the first jail day alone. • Jail expenditures paid by the Glendale Police Department to the Maricopa County Sheriff's Office were reduced by more than $214,000 between fiscal years 2009 and 2010, in part due to the work of the Court Jail Efficiencies Committee. • Home detention with electronic monitoring and random alcohol testing continues to provide substantial cost savings. During 2010, 305 defendants successfully completed their home detention sentencing requirements for a total of 9,069 days of electronic monitoring in lieu of incarceration. Had these 9,069 days been spent in jail, more than $667,000 would have been incurred in jail costs. All defendants are carefully screened to preclude home detention participation by violent offenders.
What were the Performance Measures?	Reduced jail court operational costs for the city of Glendale.
Obstacles/Challenges	Proposed legislative bills on home detention require close monitoring for potential impacts on court and detention operations.

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CITY COURT

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

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

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

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CITY MANAGER'S OFFICE

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

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

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

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

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

FISCAL YEAR 2011

Area of Innovation:

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

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Accomplishments:

- Successfully executed a unique City Council retreat where line level employees made presentations on innovative solutions that have been implemented in their areas. This event was very informative and provided an opportunity to share a story with the City Council and the community about the importance of nurturing an innovative culture, as well as the simplistic nature of finding ways to work smarter and save money.
- Continued to maintain value-added services and amenities for Glendale citizens despite the economic downturn by absorbing internal vacancies, being creative in service delivery, and capitalizing on opportunities to realign resources and services.

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

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CITY MANAGER

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

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

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

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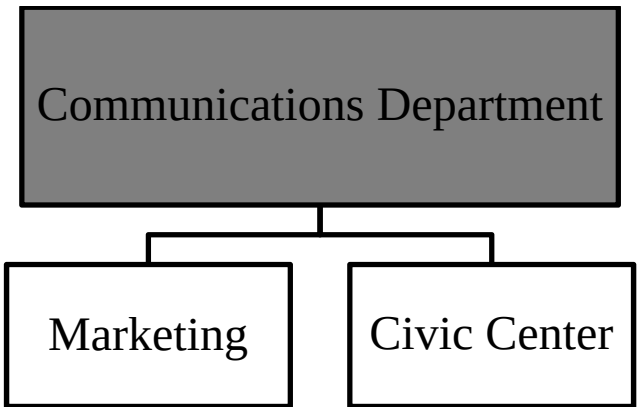

COMMUNICATIONS

Julie Frisoni

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

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

FISCAL YEAR 2013

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

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

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

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

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

FISCAL YEAR 2012

Area of Innovation:

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

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

Accomplishments:

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

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

What were the Performance Measures?	Revenue production is a benchmark and in many areas such as the social market, A/V and event attendance, the Civic Center has exceeded 2011 numbers or is projected to do so. Client satisfaction is also a benchmark and to date the Civic Center is well in the 90% range of client satisfaction per returned surveys and event critiques.
Obstacles/Challenges	With the hospitality industry as a whole still feeling the effects of the ailing economy the profile of many of the meetings held at the Civic Center have changed. There are still meetings taking place but the purchase of food and beverage and extra equipment such as staging, lighting and other "extras" has dropped. The lack of any type of advertising budget has also been cumbersome.
Goal	• The Civic Center has two revenue opportunities through technology services. The Audio/Visual (A/V) Division is now positioned to be a full time in-house audio team for all clients. This will assist clients with all A/V needs, create revenue and make the Civic Center a one-stop shop for rental needs. • The second revenue opportunity is to use newly installed electronic reader boards to sell advertising. These high quality television monitors are located in public areas of the facility. They are viewed as directional signage and have the capability to offer advertising as well. We will promote this capability to local downtown businesses. Advertisers taking advantage of the opportunity will be showcased to attendees during Civic Center events throughout the year.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	The A/V line item is on track to be at least 5% over the previous year.
What were the Performance Measures?	A/V being 5% ahead of previous year
Obstacles/Challenges	The challenge continues to be the economy and what 'extras' such as A/V that clients want to add to their event.

FISCAL YEAR 2011

Area of Innovation:

- A paid parking program was initiated for the first time at the two downtown garages during Glendale festivals. This process was conceptualized from an idea generated by the Marketing Department to generate revenue for the city's General Fund and implemented by the Office of Special Events.
- The department continues to expand the use of digital and social media in a variety of ways. Examples include the CVB use of Twitter and Facebook, downloadable brochures, e-newsletters and collateral; Glendale 11's establishment of a secure online File Transfer Protocol site that allows media and clients to download video material

24/7 via a digital address provided by the city at minimal cost, and the Web Division's use of special url's that enable more accurate tracking of online advertising performance without paying for additional statistical reporting.

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

Accomplishments:

- The Marketing Department leveraged the 2011 Bowl Games for $2.2 million worth of local, regional and national media coverage on a budget of $7,500.
- Glendale's signature events won 6 national awards from the International Festivals and Events Association for Special Events and Glendale 11 programming. These awards are the highest recognition in festivals around the world, competing against such events as the Rose Bowl and the Kentucky Derby.
- Glendale 11 and the web team developed a special live streaming video feed of the BCS championship game day, the Glitter & Glow Festival and the Chocolate Affaire; this allowed anyone with access to the Internet to click on what's happening in Glendale to see live video of these special events.
- The Civic Center was rated in the top five meeting and convention centers in the entire state of Arizona through a business poll conducted by Arizona Business Magazine.
- Wedding Wire named the Civic Center one of the top venues in the state as part of its 2011 Bride's Choice Awards.

GOAL UPDATES	
Goal	Transition the Glendale Visitors Center into a new Glendale CVB to enhance tourism marketing efforts.
Related Council Goal	One community with quality economic development.
Was the goal met?	The transition formally took place on July 1, 2010.
What were the Performance Measures?	The Glendale CVB membership drive is underway and on track with a goal of 100 members for the first year.
Obstacles/Challenges	The tight economy has business and CVB partners also facing limited budgets.
Goal	Develop partnerships with businesses to maintain the quality of city festivals.
Related Council Goal	One community with high quality services for citizens.

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Was the goal met?	The Office of Special Events has established new partnerships with businesses such as ABC15, Bookmans, Music & Arts and Arizona Catering which have increased publicity, advertising and exposure, as well as enhanced our programming and onsite interactive offerings to attendees and the city's attractiveness as a festival destination.
What were the Performance Measures?	Special Events increased the dollar value of the TV promotional schedule and the TV website value; included live studio interview segments before every event; planned remote weather broadcasts at each event and greatly enhanced publicity from the new TV partner ABC15. The division also procured new budget relieving trade support from Music & Arts on sheet music and related items; new budget relieving programming and kids craft support from Bookmans and a new cooking demonstration program from Arizona Catering at the Civic Center was provided at no cost to the department.
Obstacles/Challenges	Although many businesses are reticent to take on new marketing costs, which can provide the department with budget relief, the department was fortunate in what it was able to accomplish this year. The department feels strongly that this is due in great part to the city of Glendale's reputation as a major festival producer. This, combined with a strong history of attendance while providing great marketing value via community relations and branding exposure, is still a strong incentive for some of these partners to work with city festivals.
Goal	Increase facility usage and overcome obstacles set forth by the downturn in local and state economies.
Related Council Goal	One community that is fiscally sound. One community with a vibrant city center.
Was the goal met?	Yes.
What were the Performance Measures?	Increased attendance at the Civic Center by an estimated 23,000 people (a 50% increase over last year) and increased event days by 7% over the previous year.
Obstacles/Challenges	The current economy has resulted in some clients having to scale back their events due to their organizational budget restrictions.
Goal	Promote and sell the Civic Center's new A/V capabilities to clients.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Increased A/V revenue by 25% over FY 2010.
Obstacles/Challenges	Some clients have pulled back or forgone A/V due to the tight economy and restricted budgets.

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MARKETING AND COMM.

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

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

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

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CONV./MEDIA/PARKING

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

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

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

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CIVIC CENTER

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

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

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

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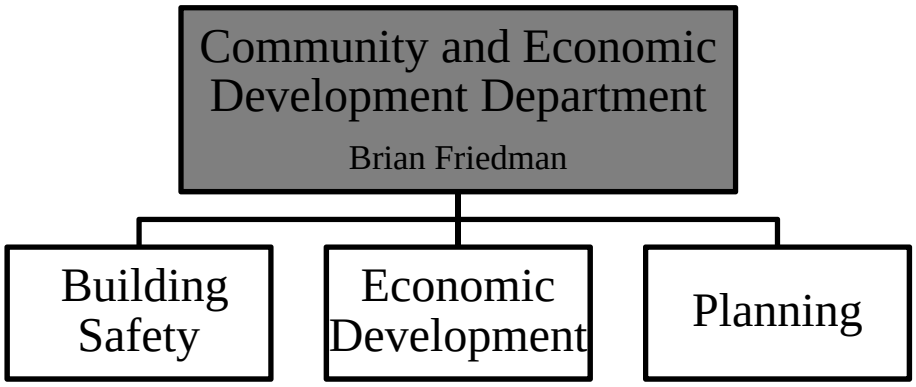

BUILDING SAFETY

Deborah Mazoyer

Mission Statement:
The Building Safety Department is a team of professionals dedicated to providing exceptional customer service and through the spirit of cooperation and partnership with our citizens and development customers, we ensure a safer and stronger community.

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

FISCAL YEAR 2013

GOALS	
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, accessible, and sustainable built environment.
Related Council Goal	One community with high quality services for citizens.
Activities	Adopt the 2012 International Code series to update the currently adopted codes to new safety standards and enable the use of newly evolving construction methods and materials. We anticipate adopting the Energy Code for the first time.
Expected Outcomes (Perf. Measures)	Codes to be adopted by October 2012.
Time Commitment	Amendments to the codes need to be studied, proposed codes with current procedures and policies need to be coordinated, and involvement of community stakeholders all need to occur prior to city council consideration. This is a 6 month process that has already started.

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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GOAL UPDATES	
Goal	Provide responsive, proactive, efficient, consistent and cost-effective service.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Process all plans, permits, utility clearances and requests for Certificates of Occupancy in an efficient, accurate and timely manner to ensure all departments have an opportunity to review and identify enforcement issues and the development customer receives adequate guidance.
Obstacles/Challenges	The number of permits increased by 6% and inspections by 9%.
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient, accessible, and sustainable built environment.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Continue the quality assurance program in plan review and inspection to ensure consistency and accuracy and develop and maintain policy and procedure manuals to increase consistency and accuracy.
Obstacles/Challenges	The number of inspections increased by 9%.

FISCAL YEAR 2011

Area of Innovation:

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

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Accomplishments:

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

GOAL UPDATES	
Goal	Provide responsive, proactive, efficient, consistent and cost-effective service.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Monitoring and tracking progress on unsafe and damaged buildings continues to be an ongoing process. Quarterly status report of all cases was reported to the Assistant Director. Additionally, a database was maintained for Council and management to obtain status of cases as needed.
What were the Performance Measures?	Staff provides quarterly reports on status of all cases to Assistant Director and Assistant Deputy City Manager. Plus, maintain database for communicating regularly to Council and management of case workload and status of cases.
Obstacles/Challenges	On several occasions it was difficult to indentify and contact the resident's legal owner, which prolonged the process. Also, due to the economy, several cases were not able to be abated in a timely manner due to the lack of resources of the property owner.
Goal	Administer and enforce construction codes and development regulations that produce a safe, durable, efficient and accessible built environment.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Implementation of improvements in customer service at the public counter by cross training in other departments has enabled staff to exceed the goal of reviewing over 20% of over-the-counter plans throughout the year.
What were the Performance Measures?	20% of all over-the-counter plans will be reviewed through the one-stop shop by January 2011.
Obstacles/Challenges	Even with a reduction is staffing at the public counter, we were able to exceed this goal by continuing to cross train all staff in different areas of our department.

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ECONOMIC DEVELOPMENT

Brian Friedman

Mission Statement:
The Economic Development Department's mission is to create high quality jobs, develop financially sound projects that increase the city's tax base and enhance underperforming properties to increase the quality of life for current businesses and the community.

Department Description:

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

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	Creation of 500 jobs.
Obstacles/Challenges	A sluggish economy has curtailed some new site location decisions.

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Goal	Continue with our proactive Business Retention and Expansion Program, while utilizing relationships with educational institutions.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes, six companies have expanded resulting in the creation of 852 jobs for Glendale residents.
What were the Performance Measures?	Reach out to 30 existing Glendale companies.
Obstacles/Challenges	The economic recovery has slowed some expansions.

PLANNING

Jon Froke

Mission Statement:

The Glendale Planning Department provides professional quality customer service in a friendly and responsive manner. The mission includes:

- Assist elected and appointed officials in planning for future land use, development and redevelopment in harmony with community values.
- Facilitate community involvement in the decision making process.
- Facilitate decision making through Glendale's Boards & Commissions.
- Administer adopted regulations and guidelines in a fair and impartial manner.
- Manage the general plan, zoning, subdivision and design review process efficiently.
- Resolve to the best of our ability the inevitable issues and conflicts associated with changing land use and development.

Department Description:

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

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

The current planning and zoning administration functions manages the review of land use applications including minor General Plan amendments, rezoning requests, conditional use permits, preliminary and final plats, residential and commercial reviews, variance requests, group home review, appeals, zoning administrative review and relief requests, commercial tenant improvements, special events, liquor licenses, business license reviews, group homes and custom home reviews and geographic information systems and mapping services.

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

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

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

FISCAL YEAR 2013

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

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

GOAL UPDATES	
Goal	Redevelopment of the Glendale Centerline.
Related Council Goal	One community with a vibrant city center.
Was the goal met?	No.
What were the Performance Measures?	Adoption of the Glendale Centerline Overlay District.
Obstacles/Challenges	The time frame for Glendale Centerline process.
Goal	Support the City Council Sustainability Committee.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Increase public understanding of the Glendale Centerline Overlay District, added two new Historic Districts to the National Register of Historic Places, and complete all annexation requests by property owners.
Obstacles/Challenges	The time frame for the process was a challenge.

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BUILDING SAFETY

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

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

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

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PLANNING

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

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

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

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ECONOMIC DEVELOPMENT

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

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

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

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REBATES & INCENTIVES

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

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

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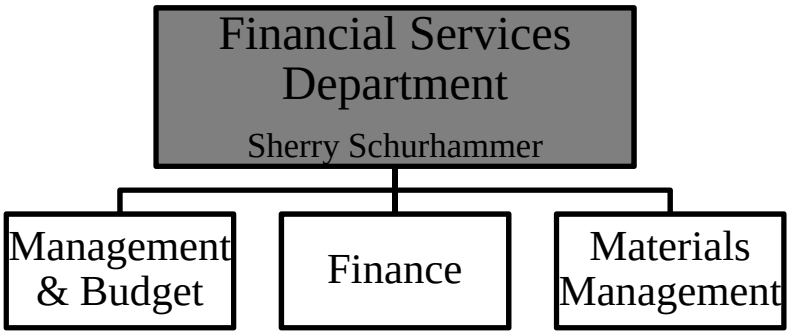

Mission Statement:
The Financial Services Department helps the city to accomplish its financial management objectives.

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

- The Management and Budget Division conducts independent, objective analyses of expenditures and revenues, as well as expenditure and revenue forecasts, in monitoring the budget for the current fiscal year and developing the budget for the next fiscal year.
- The Finance Division's main responsibilities are debt management, banking services, investment management, and financial analysis for the city. Finance also provides financial information to the public, state agencies, bond holders, grantors, auditors, city management, and the City Council.
- The Purchasing Division works with departments to ensure the procurement of goods and services is completed in a manner that is compliant with city and state statutes.
- The Grants Administration Division is responsible for coordinating the city's efforts to identify and obtain alternative funding for priority projects that advance the mission, goals and objectives established by the City Council and executive management.

MANAGEMENT & BUDGET

Don Bolton

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

- promoting integrity and public accountability in the budget planning and implementation process;
- increasing public trust in the city's fiscal planning and implementation efforts by presenting information in a clear and understandable manner
- improving the efficiency and effectiveness of citywide business processes to ensure prudent fiscal management of the city's resources.

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Division Description:
The Management and Budget Division provides internal budget guidance and support services to all of the 18 departments within the city. Management and Budget spearheads the budget planning and implementation process for the city as a whole, presents budget related information to the public in a clear and understandable way, and provides professional expertise to Mayor and Council on financial management decisions. The department provides citizens with information that is key to understanding the goals and priorities of the city.

FISCAL YEAR 2013

GOALS	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management, and the Mayor and City Council as it relates to the city budget.
Related Council Goal	One community that is fiscally sound.
Activities	• Prepare the annual Council workshop materials relating to the operating and capital budgets. • Prepare reports on capital-related budget items, such as capital budget financial options and property tax rate options as needed. • Work with individual departments on rate studies for the enterprise funds and other departments that are supported in whole or in part by fees. • Maintain an open and responsive relationship with management, Council, and departments in order to anticipate information needs.
Expected Outcomes (Perf. Measures)	• Monthly expenditure and revenue reports are evaluated and follow up with departments occurs as needed. The FY 2013 operating and capital budgets and quarterly reports to Mayor and Council presented accurately and in a timely manner. • Positive recognition from GFOA on annual budget book.
Time Commitment	This goal reflects an ongoing time commitment from the budget division. Preparation of budget information is a consistent requirement of Management and Budget.
Expected Challenges	Maintaining the level of service provided to the organizaiton and the community with the loss of 2 FTE's, a budget analyst and budget coordinator, over the past two fiscal years.
Goal	Successfully complete the program management of the Energy Efficeny and Conservation Block Grant (EECBG) and provide a centralized grants coordination function for the organization.
Related Council Goal	One community that is fiscally sound.

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management, and the Mayor and City Council as it relates to the city budget.

Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	• Monthly expenditure and revenue reports were consistently completed in a timely and accurate manner. • The FY 2012 recommended operating and capital budgets and quarterly reports to Mayor and Council were presented accurately and in a timely manner. • The FY 2011 annual budget book received the GFOA's Distinguished Budget Presentation Award
Obstacles/Challenges	None.
Goal	Leverage software technology systems that minimize manual processes, improve the accuracy and breadth of data collected, and enhance the evaluation and analysis of budget related data.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	• Minimized "shadow systems" used for budget data in city departments. • Minimized manual processes and reduced potential errors due to the multiple entry of data or missing data. • Enhanced the capabilities of PeopleSoft, the city's financial system, by developing an in-house interfacing tool that allowed the organization to easily access real-time information regarding their departmental budgets. This system was developed and tested this fiscal year and is expected to be rolled-out to the organization in FY13.
Obstacles/Challenges	None.

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Collect, analyze and provide accurate and useful information to city departments, city management and the Mayor and City Council as it relates to the city budget.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	• Monthly expenditure and revenue reports were consistently completed in a timely and accurate manner. • The FY 2011 recommended operating and capital budgets and quarterly reports to Mayor and Council were presented accurately and in a timely manner. • The FY 2011 annual budget book received the GFOA's Distinguished Budget Presentation Award.
Obstacles/Challenges	None.

FINANCE

Diane Goke

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

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

FISCAL YEAR 2013

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

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

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FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

- On February 7, 2011 Sales Tax staff implemented a new sales tax system-"Tax Mantra." Tax Mantra provides effective, flexible management of the city's current and future tax and licensing needs. Special features include E-Tax an electronic online tax return service for customer, and I-Capture which takes a visual scan of information and converts it into electronic data. Benefits of Tax Mantra include: integration of e-commerce capabilities like online license applications, online tax return filing, customer account detail self-management, and online tax return payments. Tax Mantra also allows for payments of other system balances, dynamic query and reporting capabilities for management, integration with other city database systems, daily postings to the general ledger, data mining capabilities, document management and ADA compliance.
- Successfully cross trained Accounts Payable and Cashiering staff so they have the skills and knowledge to be utilized at high peak times between the two business units. High peak times constitute heavy lobby traffic in the customer service lobby and/or

Lockbox for Utility and Sales Tax payments. High peak times in the accounts payable constitute seasonal peak periods during fiscal year end and annual reporting in January.

GOAL UPDATES	
Goal	Compile financial information to produce an approved Comprehensive Annual Financial Report (CAFR).
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Goal was met.
What were the Performance Measures?	City received the GFOA Certificate of Achievement.
Obstacles/Challenges	Implementing the Governmental Accounting Standards Board's new pronouncements for accounting for intangible assets.
Goal	Document and complete an implementation plan for the Government Accounting Standards Boards (GASB) Statement No. 54.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	On track to meeting the goal by fiscal year end 6/30/2011.
What were the Performance Measures?	Completion of an implementation plan that meets or exceeds the GASB standards.
Obstacles/Challenges	None.

MATERIALS MANAGEMENT

Jacque Behrens

Mission Statement:

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

Division Description:

- Working with city departments to ensure the procurement of goods and services is completed in a manner that is compliant with city code and state statutes.
- Providing logistical support to departments by procuring and maintaining a secure, just-in-time inventory of supplies for all city departments.

FISCAL YEAR 2013

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

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FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Reduce the manual processes through increased use of PeopleSoft functionalities. Improve employee skill sets in using PeopleSoft functions.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	The revision of the procurement code has been deferred until completion of the FY 2011 budget development process and implementation of a PeopleSoft upgrade.
Obstacles/Challenges	Resources.

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FINANCE

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

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

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

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LEASE PMTS/OTHERFEES

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

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

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MANAGEMENT & BUDGET

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

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

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

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GRANTS

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

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

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

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FIRE SERVICES

Chief Mark Burdick

Mission Statement:
Fast - Caring - Innovative - Professional

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

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

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

FISCAL YEAR 2013

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

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Activities (con't)	Community Emergency Response Team (CERT): • CERT 21-Hour Basic Class • CERT Continuing Education Classes • Implement a Deployable CERT Team for Glendale
Expected Outcomes (Perf. Measures)	Indirectly reduce the number of medical emergencies, injuries, near drowning, deaths, and fires in Glendale by increasing citizen's knowledge and skills on fire and life safety issues.
Time Commitment	This goal provides an ongoing time commitment. Efforts to educate the public in order to prevent loss of life and property are a continuous goal of the Fire department.
Expected Challenges	Limited staff creates challenges; however, the department has been able to maintain services with the assistance of Safety Educator and CERT Volunteers.
Goal	Enhance response times.
Related Council Goal	One community committed to public safety.
Activities	• Ensure that emergency responding personnel are staffed in the field and deployable, without diminishing service delivery. • Properly train and certify Emergency Medical Technicians and Paramedics. • Maintain apparatus and equipment to reduce delays in emergency response. • Continue to conduct periodic reviews of deployment strategies to better utilize all apparatus and crews to our greatest advantage.
Expected Outcomes (Perf. Measures)	The Fire department's travel time goals are in compliance with the best practices prescribed by the Commission on Fire Accreditation International: • For 90% of all emergency incidents, the first unit shall arrive on-scene within 5-minutes 12-seconds. • For 90% of structure fires, an effective response force consisting of 3-engines, 1-ladder and 2-commanders shall arrive on-scene within 10-mintes 24-seconds.
Time Commitment	This is an ongoing effort as the Fire department consistently strives to improve response times.
Expected Challenges	Due to reduced budget and vacancies, constant staffing will continue to be a challenge.

FISCAL YEAR 2012

Area of Innovation:

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

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

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

Accomplishments:

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

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

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

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What were the Performance Measures?	The department's Service Level Objectives for response times are: • 90% of the time - Arrive on-scene in six minutes or less for the arrival of the first arriving engine company at a fire suppression incident and/or eight minutes or less arrival of a full first alarm assignment at a fire suppression incident. • 90% of the time - Arrive on-scene in six minutes or less for the arrival of a unit with first responder or higher-level capability at an emergency medical incident. • 90% of the time - Arrive on-scene in eight minutes or less for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.
Obstacles/Challenges	Reduced funding continues to be a challenge in staffing units.

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Improve our internal and external customer service through continuous assessment, progressive management and quality personnel practices.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes. The department has implemented a continuous quality improvement plan for EMS in accordance with Arizona Department of Health Services rule R9-25-206.
What were the Performance Measures?	At minimum, review the following categories of pre-hospital patient encounter forms to ensure fire department personnel follow established protocols and procedures: •5% of all patient refusals, trauma, and medical incidents; •100% of all code arrests, cerebral vascular accidents (CVA), and acute coronary syndrome (ACS) Develop a process to implement corrective action when review of cases indicates a lapse in following pre-hospital protocols and/or procedures.

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Obstacles/Challenges	Shortage in staff has created challenges in meeting minimum reviews.
Goal	Provide fast, effective emergency response to our community through proper support and deployment of staffing, apparatus and equipment.
Related Council Goal	One community focused on public safety.
Was the goal met?	Yes. In 2010, a Glendale unit capable of providing AED arrived on scene in less than 6-minutes travel time, 93% of the time for all ALS and BLS incidents.
What were the Performance Measures?	The Glendale Fire Department's service level objective for first arriving unit at an emergency medical incident: •90 percent of all code three, 911 emergent incidents, the first unit will arrive on the scene in less than six minutes (travel time). •Advanced Life Support (ALS) units shall arrive on scene within eight minutes (travel time), 90 percent of the time. However, we strive to meet the National Fire Protection Association Standard 1710 travel time of four minutes.
Obstacles/Challenges	Yes, reduced funding creates challenges in staffing units.

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FIRE DEPARTMENT

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

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

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

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HUMAN RESOURCES & RISK MANAGEMENT

Jim Brown

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

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

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

- The cost of the city's risk in FY12 was 1.18%, well below the public entity industry average of 2.0%. The Risk Management/Safety Division continues to provide safety training and education opportunities for management, supervisors and employees. These sessions help keep managers, supervisors and employees mindful of safety as they perform their work.

GOAL UPDATES	
Goal	Implement an online applicant system to improve the applicant experience when applying for a city position and to improve internal application processing.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	New system was implemented in June 2012.
Obstacles/Challenges	None.
Goal	Expand online training to include mandatory anti-harassment training.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	No. This is being incorporated into a broader goal for FY13.
What were the Performance Measures?	None.
Obstacles/Challenges	None.
Goal	Improve the health of the city's health plan participants and reduce healthcare costs by offering health education and wellness activities that support positive lifestyle changes.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes.
What were the Performance Measures?	Increased employee participation in the Health Risk Assessment and maintained current health benefit premiums, co-pays and deductibles for FY13.
Obstacles/Challenges	None.

FISCAL YEAR 2011

Area of Innovation:

- Successfully implemented online training for mandatory ethics training for all city employees. All city staff completed the online training. The greatest benefit was the ability of staff to complete the training as time permitted rather than attending scheduled sessions.

- Implemented a Wellness Brown Bag Series for employees and retirees. This six-part series focused on the importance of nutrition to improve overall health. Employees and retirees attended these sessions. Outside presenters offered their insights on developing healthy living styles that incorporate good nutrition habits. Participants have requested more onsite wellness-focused sessions.
- Implemented a Financial Planning Series in partnership with International City/County Management Association-Retirement Corporation. The workshops focused on educating employees on their financial wellness and preparing for the future. Workshops were held each month and the expertise of certified financial planners and retirement plan specialists were shared with employees on the topics of smart saving, managing credit and debt, strategies to save for retirement, retirement accounts, women's financial health, and estate planning. Feedback from participants has been very positive and participants have shared additional topics for future sessions. The program will continue next fiscal year with additional topics.

Accomplishments:

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

GOAL UPDATES	
Goal	Research the cost and implementation requirements of outsourcing the administration of the city's benefits program for active employees and retirees to determine feasibility.

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Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes, the city has contracted with a 3rd party to begin administering the city's benefits program for retirees effective July 2011.
What were the Performance Measures?	The department will save about 20 hours per month by not processing payments, allowing more time on core business processes.
Obstacles/Challenges	Effectively communicating the changes to retirees.
Goal	Review jobs and work closely with departments to ensure internal staffing meets the needs of the new city structure.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, a citywide reorganization was completed in March 2011.
What were the Performance Measures?	The ability of departments to continue to meet service needs through appropriate job alignment and staff placement
Obstacles/Challenges	Communicating and managing the change organizationally.

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HUMAN RESOURCES

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

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

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

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EMPLOYEE GROUPS

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

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

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INTERGOVERNMENTAL PROGRAMS

Brent Stoddard

Mission Statement:
The mission of the Intergovernmental Programs Department is to develop, represent and advocate the city's legislative policy decisions by consistently and effectively interacting with other governmental and non-governmental entities.

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

FISCAL YEAR 2013

GOALS	
Goal	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens.
Activities	Work with legislators, the Governor's office, Maricopa County Board of Supervisors, Congressman, other elected officials and local and regional decision making bodies to advocate for and against issues which impact Glendale residents.
Expected Outcomes (Perf. Measures)	Successful implementation of the city's legislative agenda.
Time Commitment	The time commitment for this goal is ongoing.
Expected Challenges	Budget deficits and competing priorities.
Goal	Identify opportunities through the state and regional transportation agencies to keep on schedule or to accelerate the design and construction of transportation facilities and services critical to Glendale.
Related Council Goal	One community with high quality services for citizens.
Activities	Actively work with Glendale, state and regional agency staff to ensure that the funding committed for Glendale projects continues. Look for creative strategies to secure funding to accelerate projects and services as appropriate.

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Expected Outcomes (Perf. Measures)	Reducing Glendale's financial commitment to projects and moving forward additional projects currently delayed.
Time Commitment	The time commitment for this goal is ongoing.
Expected Challenges	Funding deficits for the transit, highway and arterial regional programs.

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

- Successful in getting annexation legislation passed by the state legislature to protect the City of Glendale.
- Successful in getting Maricopa Association of Governments to approve funding for the Northern Traffic Interchange saving Glendale approximately $10 million and increasing the Loop 101 HOV lane budget by $9 million to accommodate future construction of HOV ramps at Maryland Avenue.

- Secured a $150,000 public safety grant from the Governor's Public Safety Stabilization Program (ARRA funding).
- Successfully negotiated new Regional Public Transportation Authority Transit Life Cycle Program Policies that were most beneficial to Glendale totaling $37 million in services.

GOAL UPDATES	
Goal	Successfully advocate the city's position on issues at the Arizona Legislature, United States Congress and other governmental bodies.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	We were successful in getting annexation legislation passed by the state legislature to protect the City of Glendale. We successfully stopped many bills that would have had devastating financial impacts on Glendale. We were successful in protecting the state shared revenue streams from the budget cuts at the legislature.
Obstacles/Challenges	The legislature introduced an overwhelming amount of anti-city legislation.
Goal	Increase federal issues the IGP Department becomes involved with and is actively engaged in at the federal level.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Contacted and met with all of the Congressional offices in the greater metropolitan area. Advocated for Glendale's priorities, resulting in the introduction of federal legislation to assist Glendale.
Obstacles/Challenges	The Congress put a one-year moratorium on earmarks and non discretionary spending.

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INTERGOVT. PROGRAMS

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

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

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

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INTERNAL AUDIT

Candace MacLeod

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

Department Description:
The City Auditor's Office provides audit and consulting services to city departments to identify and minimize business risks, maximize efficiencies, improve internal controls and strengthen accountability to Glendale's citizens.

FISCAL YEAR 2013

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

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

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INTERNAL AUDIT

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

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

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

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NEIGHBORHOOD & HUMAN SERVICES

Jim Colson

Mission Statement:
Connecting people through the power of community and preserving the heatlh, safety and living environment of our neighorhoods.

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

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

GOAL UPDATES	
Goal	Continue neighborhood revitalization efforts using NSP 3 funding to improve affordable housing options for working families.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes, the division partnered with the Gorman group to purchase a 115 unit apartment complex in Centerline for low to moderate income families.
What were the Performance Measures?	The leverage of federal funds with private equity finance at the most will provide up to $16 million to rehabilitate this complex.
Obstacles/Challenges	Securing construction and long term financing is a challenge with this type of project and the current state of the economy.
Goal	Maintain the financial stability of both housing programs, Section 8 Housing Choice Voucher and Conventional Public Housing, while assisting the maximum number of families allowed by federal budget constraints.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes, Community Housing successfully paid out more than $7 million in Section 8 housing assistance, which was within 2% of budget authority, while utilizing the maximum number of vouchers possible within this authority. The conventional public housing program successfully maintained occupancy standards as set forth by HUD.
What were the Performance Measures?	High performer status on annual federal performance audit.
Obstacles/Challenges	Main challenge was balancing federal budget cuts, while continuing to assist families without a reduction in voucher utilization.

FISCAL YEAR 2011

Area of Innovation:

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

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Accomplishments:

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

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

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COMM. ACTION PROGRAM

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

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

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

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COMM. PARTNERSHIPS

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

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

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

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COMMUNITY DEV ADMIN

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

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

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

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CODE COMPLIANCE

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

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

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

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NON-DEPARTMENTAL

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

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

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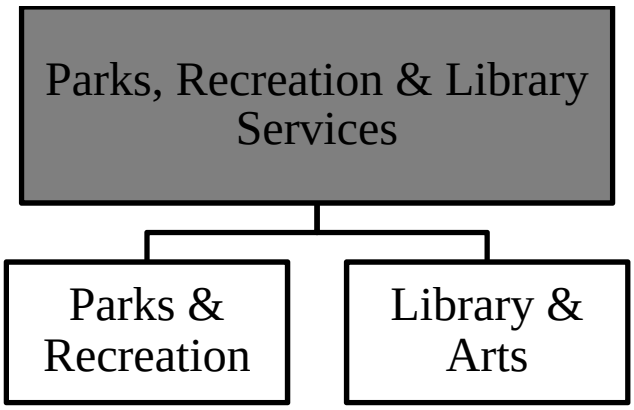

PARKS, RECREATION & LIBRARY SERVICES

Erik Strunk

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

Department Description:
The parks and recreation system offers opportunities to enhance the social, physical, mental and economic health of the community through a variety of diverse programs. The system maintains, protects and manages all public parks, open spaces, trails, rights-of-way, aquatic and recreational facilities located throughout the community. The public library system serves the needs of Glendale citizens by providing services, programming, books, audio/visual materials and electronic resources that inform, educate and entertain residents. The arts program administers the city's Public Art and Performing Arts Partnership Program.

FISCAL YEAR 2013

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

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

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

FISCAL YEAR 2012

Area of Innovation:

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

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

Accomplishments:

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

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GOAL UPDATES	
Goal	As a result of new federal regulation requirements, the Parks & Recreation Department must conduct a comprehensive assessment of the existing conditions of all parks and facilities related to the Americans with Disabilities Act (ADA). The assessment will identify the physical obstacles, describe the methods to make the facilities accessible, provide a schedule for making the access modifications and indicate what department is responsible for the implementation of the plan.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. A request for proposal (RFP) was developed and advertised to solicit interested businesses to conduct a comprehensive accessibility audit of 91 parks and city facilities. Five firms from across the country responded. A qualified firm was selected as the most responsive bidder and work will continue into FY13.
What were the Performance Measures?	Award of the RFP for the ADA Audit.
Obstacles/Challenges	There were no General Fund monies associated with this mandated project. Self-sustaining revenue funds were used.
Goal	Implement technology strategies that increase efficiency, service and responsiveness to the community so that library users will be able to access digital resources and information through a reliable, up-to-date technical infrastructure.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Creating an E-Book training program to introduce new users to E-Books and the related technologies. E-Book classes run twice monthly at various library locations, and have grown from basic Intro to E-Book Readers programs to include How to Download E-Books and E-Book labs.
Obstacles/Challenges	In a time of dwindling resources, challenges included dedicating staff time to provide training and allocating funding to purchase e-books.

FISCAL YEAR 2011

Area of Innovation:

- Parks maintenance staff designed new “no spin” toilet paper dispensers for use in parks with restroom facilities. This has created a savings in the use of toilet paper, reduced travel time needed to service restrooms, and provides parks maintenance staff with more time to maintain the city’s parks and recreational sites for our residents.
- The library staff examined the steps taken from the time a patron returns an item to the library to the moment it is placed on a cart to be re-shelved. Results of the analysis

included the elimination of eight steps, with an estimated savings of 7,287 staff hours annually. This savings has resulted in the provision of additional direct services that benefit all library system patrons.

Accomplishments:

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

GOAL UPDATES	
Goal	Complete the Parks and Recreation Master Plan update.
Related Council Goal	One community with strong neighborhoods.
Was the goal met?	Yes, on March 7, 2011, the Park and Recreation Advisory Commission unanimously approved the updated master plan recommendations and motioned to forward the plan to the City Council for its approval and adoption. The update and its recommendations were subsequently shared with the Council via memo.
What were the Performance Measures?	Complete a Parks Master Plan update by December 2010.
Obstacles/Challenges	Coordination and quality control with consultants.
Goal	Department actively supports and contributes to the Community Services Group hybrid action teams.
Related Council Goal	One community committed to public safety.
Was the goal met?	Partially, patrons have reported an 80% satisfactory rating for security on the library's annual survey. However, security personnel were present for only 66% of documented incident reports to date.
What were the Performance Measures?	Patrons rate an 80% satisfactory rating for security on the library's annual survey; security guards are present when 80% of the recorded incidents occur.
Obstacles/Challenges	Availability of security staff when incidents are taking place.

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Goal	Actively support and contribute to connecting people, with the power of community.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes, library and parks staff participated in various outreach efforts throughout the year and partnered with a number of community organizations and agencies. Examples would include: the United Way for family story times at Velma Teague, HeadStart, and the West Valley Cancer Connection for Community Outreach. Various Parks and Recreation staff members participated in developing new neighborhood outreach strategies; researching alternative funding sources; and created and distributed a new quarterly "My Community" publication for Glendale residents.
What were the Performance Measures?	Department staff attended over 15 civic, school and community forums in Glendale and elsewhere in the Valley and collaborated with 10 community organizations agencies to assist them to achieve their goals.
Obstacles/Challenges	Sufficient staffing continues to poses a challenge when implementing outreach programs for the community.

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RIGHT-OF-WAY

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

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

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

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PARKS & RECREATION

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

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PARKS & RECREATION

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

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

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LIBRARY & ARTS

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

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

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

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POLICE SERVICES

Interim Police Chief Debora Black

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

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

FISCAL YEAR 2013

GOALS	
Goal	Reduce violent and property crime.
Related Council Goal	One community focused on public safety.
Activities	• Identify and arrest more repeat offenders. • Intensify partnerships with other agencies to investigate and identify persons engaged in ongoing criminal activity. • Expand application of CompStat/DDACTS program to target crime in “hotspots” through analysis of patterns and trends.
Expected Outcomes (Perf. Measures)	Reduce Part I crimes by 5%. Part I crimes are those crimes that involve murder, rape, robbery, aggravated assault, burglary, theft, auto theft, and arson.
Time Commitment	This goal involves an ongoing commitment. The Glendale Police promote the community policing philosophy that seeks the active involvement of the community in the development and application of strategies to address public safety issues.
Expected Challenges	Resource limitations due to budget constraints will require even more innovative and efficient methods to control crime.
Goal	Enhance response to crime
Related Council Goal	One community focused on public safety.
Activities	Enhancing police services.

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

FISCAL YEAR 2012

Area of Innovation:

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

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

Accomplishments:

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

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

FISCAL YEAR 2011

Area of Innovation:

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

and Community Safety with a grant from the Bureau of Justice Assistance (BJA) the department used community policing problem solving methods to target and reduce crime and disorder. Multifaceted approaches addressed neighborhood crime problems resulting in significant crime reductions.

- Restructured Approach to Investigations – A Night Detective Squad was created to enhance response to high profile crimes after hours. Property Crime detectives were assigned to the Patrol Divisions to improve coordination with patrol officers.
- External Partnerships - The Criminal Investigations Division is in the process of developing a formal ongoing partnership with the Federal Bureau of Investigations, the U.S. Secret Service, and the U.S. Marshals Service to aide in the enhanced service to victims of crime within Glendale.

Accomplishments:

- Glendale was recognized as one of the Top 10 Safest Cities in America by Forbes Magazine based on violent crime rates and fatal traffic accidents. Violent crime (murder, rape, robbery and aggravated assault) declined 14% in 2010. Three of four categories of property crime (burglary, auto theft and arson) declined 15.6%.
- The Department secured three grants to assist funding replacement of the current CAD/RMS hardware and software which are over 20 years old. Officers now have more access to information through the newly activated access to the Justice Web Interface, COPLINK and WISE-Net.
- Patrol Commanders continue to meet regularly with citizen groups who act in an advisory capacity providing information and input on community concerns. Patrol Divisions host quarterly meetings with citizens to discuss crime trends and provide crime prevention options.

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

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POLICE DEPARTMENT

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

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POLICE DEPARTMENT

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

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1000) Central Patrol Bureau	120	118	109	109	-8%
(1000) Crime Investigations	83	85	85	85	0%
(1000) Foothills Patrol Bureau	110	115	118	118	3%
(1000) PD - Communications	32.5	30.5	30.5	30.5	0%
(1000) PD - Detention	10	9	10	10	11%
(1000) PD - Emergency Management	6	6	4	4	-33%
(1000) PD - Special Operations	38	39	35	35	-10%
(1000) PD - Tow Administration	1	1	1	1	0%
(1000) Police Administration	19	21	18	18	-14%
(1000) Police Legal Services	1				
(1000) Police Personnel Management	25	24	20	20	-17%
(1000) Police Support Services	19.5	24.5	21.5	21.5	-12%
(1281) Stadium - PD Event Staffing	2	2	2	2	0%
(1282) Arena-PD Event Staffing	1	1	1	1	0%
(1700) Patrol - Special Revenue Fund	118	118	118	118	0%
(1840) Victim Rights - PD	1	1	1	1	0%
(1840) VOCA	1	1	1	1	0%
(1860) State RICO	0.5	0.5	0.5	0.5	0%
(2530) PS Training Ops - Police	2	2	2	2	0%
Total -Police Department	**590.5**	**598.5**	**577.5**	**577.5**	**-4%**

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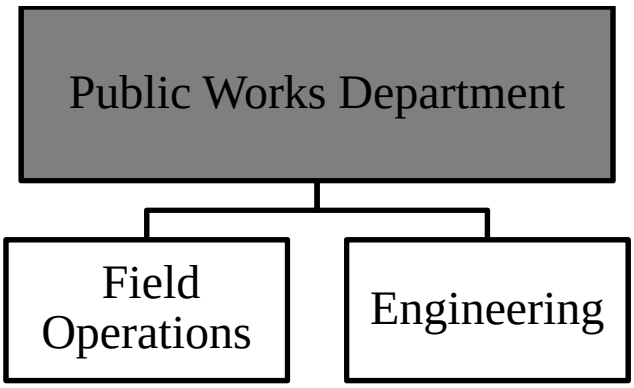

PUBLIC WORKS

Stuart Kent

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

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

Field Operations provides solid waste collection for residential and commercial customers, curbside recycling for single-family homes, household hazardous waste pick-up, residential loose trash collection and street sweeping, as well as solid waste disposal services at the Glendale Municipal Landfill and Materials Recovery Facility. Street Maintenance functions include street and concrete repair, graffiti removal, and burial services at the Glendale Memorial Cemetery. Equipment Management maintains a fleet of approximately 1,300 city vehicles in support of police, fire, streets, sanitation, utilities and other city operations that provide services to the community. Facilities Management maintains over 102 buildings totaling approximately 1.8 million gross square feet so that customers and city employees can conduct business in a clean and professional setting.

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

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FISCAL YEAR 2013

GOALS	
Goal	Implement an electronic routing system for the sanitation collection division for the purpose of increasing citywide route efficiency and productivity, while reducing overall operation & maintenance costs.
Related Council Goal	One community with high quality services for citizens.
Activities	Develop request for proposal, examine products through a competitive process, purchase new software, train staff and re-route the entire city to identify the most cost effective and efficient method for collections.
Expected Outcomes (Perf. Measures)	Reduced operations and maintenance costs on trucks, while servicing the same residential community with fewer trucks and personnel.
Time Commitment	Year long time commitment.
Expected Challenges	Finding the right routing system for our collections operation and possibly communicating an entirely new collection schedule to all Glendale residents.
Goal	Increase fleet fuel efficiency.
Related Council Goal	One community that is fiscally sound.
Activities	• Perform preventative maintenance on schedule. • Maintain proper tire pressures. • Improve on fuel reporting accuracy. • Reduce vehicle idling time. • Increase use of Motor Pool operations. • Purchase new fuel efficient vehicles.
Expected Outcomes (Perf. Measures)	5% reduction in total fuel used, approximately 37,000 gallons annually.
Time Commitment	Ongoing - goal requires work throughout the year and will be evaluated monthly.
Expected Challenges	• Maintaining fuel reporting accuracy with older fuel dispensing and tracking equipment that requires regular monitoring and adjustment. • Educating fleet users to encourage support of ongoing fleet fuel reduction initiatives.
Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Activities	Design, procure and manage engineering and construction consultant services to all city departments for the city's capital and operating projects.
Expected Outcomes (Perf. Measures)	Complete 90% of the projects with 85% and above satisfaction rating from our client departments.

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Reduce costs of solid waste collection operations without compromising the high level of service provided.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Reduce the number of residential collection routes while servicing the same number of residential homes with fewer trucks. Implement a customer call-in system so customers can call when boxes approach full capacity (instead of automatically scheduling boxes for routine service). Both efforts reduced fuel costs, staff time and overall vehicle maintenance by driving fewer miles and maximized truck utilization while on route.
Obstacles/Challenges	None.
Goal	Increase fleet fuel efficiency.
Related Council Goal	One community that is fiscally sound.

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Was the goal met?	Yes.
What were the Performance Measures?	City wide fuel usage was down by 45,236 gallons of fuel used in comparison to FY11. This reduction is fuel usage resulted in a savings of over $150,000.
Obstacles/Challenges	Fuel savings resulted from the procurement of newer fuel efficient vehicles; we will continue to down size vehicles as opportunities become available which will lead to further fuel reductions.
Goal	Manage the city's pavement infrastructure through ongoing maintenance and repair of up to twenty-one miles of collector/residential streets.
Related Council Goal	One community with high-quality services for citizens.
Was the goal met?	In progress. On April 24, 2012, Council approved a construction agreement with Southwest Slurry Seal, Inc. in an amount not to exceed $2,000,000. Surface treatments will be applied to 22 miles of roadways in 18 Glendale neighborhoods.
What were the Performance Measures?	Number of miles completed.
Obstacles/Challenges	The process of finalizing the pavement management report and communicating the plan to Council was important and required time. The procurement (bid & cooperative purchase), legal review and Council agenda process also required time to ensure a quality product was purchased.
Goal	Deliver a capital improvement program that provides accurate information, optimizes available resources, and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. We completed approximately 36 projects.
What were the Performance Measures?	Completed 96% of the projects with 85% and above satisfaction rating from our department's clients.
Obstacles/Challenges	None.
Goal	Ensure all private development projects constructed within city are reviewed in a timely manner (plan review within 20 working days and material inspection within 48 hours).
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete 98% of plan reviews within established timelines (20 working days) and complete 99.3% of scheduled testing services inspections within 48 hrs.
Obstacles/Challenges	None.

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FISCAL YEAR 2011

Area of Innovation:

- As a result of the Innovate Process, the Equipment Management Division consolidated the vehicle replacement fund database with the fleet management system to eliminate a need to enter duplicate information in multiple systems. The change reduces the time needed to process new vehicles and the possibility of input errors.
- Effective April 4, 2011, the Materials Recovery Facility (MRF) expanded the list of accepted recyclable items to include any plastic that is marked as a 1-7. The MRF is able to add plastics # 3-7 to the processing line without making any modifications to the existing equipment. This change in business practice will allow residents to place more recyclable items into their cans and save valuable landfill space.
- The Engineering Department took the initiative to assess the possibility of providing in-house construction inspection services to the city's capital projects and also to other government agencies' capital projects. This new approach, has reduced the total cost of the project construction administration by using in-house staff for select capital projects. Right now, the department is providing construction inspections services to approximately ten of the city's capital projects and three other governments' agencies capital projects.
- The Engineering Department in conjunction with the Utilities Department is now utilizing "trenchless" technology in the rehabilitation of the city's wastewater infrastructure. Previously when sewer lines began to deteriorate they would need to be dug up and replaced. Pipe lining technologies have now been developed to essentially create a new pipe within the existing pipe eliminating the need to dig up and replace the old pipe. Utilizing this type of rehabilitation is faster, minimizes disruptions to traffic, and limits service outages to residents.

Accomplishments:

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

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

GOAL UPDATES	
Goal	Reduce contamination received by recycling facility.
Related Council Goal	One community for high quality services for citizens.
Was the goal met?	No.
What were the Performance Measures?	Recycling contamination rate is reviewed each month in conjunction with MRF processing operations.
Obstacles/Challenges	Recycling contamination has seemed to increase in conjunction with the current economic conditions as homeowners/tenants use recycling containers for refuse as they vacate residences.
Goal	Complete an audit of the vehicle replacement fund to evaluate sustainability and financial health.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Goal is on hold pending funding availability.
What were the Performance Measures?	Review recommendations of audit report.
Obstacles/Challenges	Funding is not available for the foreseeable future.
Goal	Provide a capital improvement program that assures accurate information, optimizes available resources and provides needed projects for our community.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes. We completed approximately 25 projects.
What were the Performance Measures?	Completed 91% of the projects with 85% and above satisfaction rating from our department's clients.
Obstacles/Challenges	None.
Goal	Ensure all private development projects constructed within Glendale are reviewed in a timely manner.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	Complete 90% of plan reviews within established timelines (20 working days) and complete 90% of scheduled testing services inspections within 48 hrs.
Obstacles/Challenges	None.

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FIELD OPERATIONS

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

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FIELD OPERATIONS

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

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

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ENGINEERING

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

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

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

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TECHNOLOGY & INNOVATION

Chuck Murphy

Mission Statement:
Provide maximum value to the city through the implementation of agile and cost effective solutions that improve service, reduce costs and leverage information across city departments.

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

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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

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FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Explore and evaluate productivity solutions (i.e. Microsoft Office, Open Office, etc).
Related Council Goal	One community that is fiscally sound.
Was the goal met?	IT met with Google and Microsoft in regards to their product offerings. Due to product release dates being delayed, the selection process will continue into early summer.
What were the Performance Measures?	Select new solution by June 30, 2011.
Obstacles/Challenges	Microsoft has new product offerings, which will not be available until summer 2011. This has made it difficult to make a final decision.
Goal	Evaluate data back-up and email archiving solutions.
Related Council Goal	One community that is fiscally sound.
Was the goal met?	Yes. New solutions were selected.
What were the Performance Measures?	The annual savings by making this change is approximately $69,000.
Obstacles/Challenges	There were not any obstacles or changes.

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INFO. TECHNOLOGY

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

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

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

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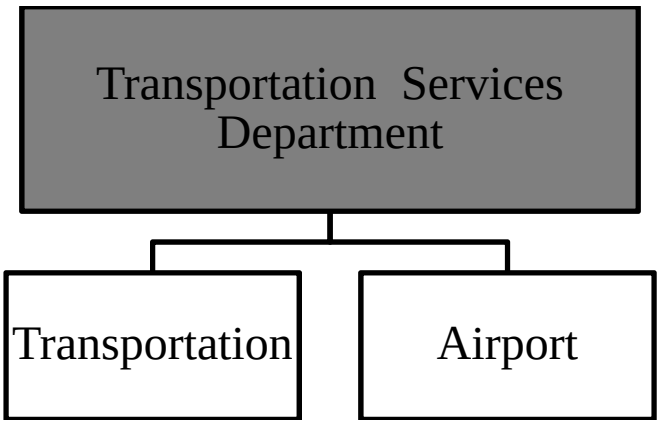

TRANSPORTATION SERVICES

Jamsheed Mehta

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

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

FISCAL YEAR 2013

GOALS	
Goal	Successfully coordinate completion of design and construction of regional roadway projects.
Related Council Goal	One community with quality economic development.
Activities	• Coordinate completion of Northern Parkway construction from Sarival Avenue to Dysart Road (scheduled for completion by spring 2013), and initiate final design of the parkway from Dysart Road to 111th Avenue. • Ensure construction is underway on Grand Avenue, between 43rd and 71st avenues (construction to begin in summer 2012, with completion in FY 2014).
Expected Outcomes (Perf. Measures)	Agreements for ongoing operations and maintenance are reviewed and complete. Design and construction standards are to Glendale specifications.
Time Commitment	These high-priority projects will be constructed over several years.
Expected Challenges	These are large, multiyear projects requiring coordination between state, regional and local agencies with competing priorities.

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

GOAL UPDATES	
Goal	Successfully coordinate final design and construction of major roadway projects in Glendale to include Northern Parkway and the Loop 303.
Related Council Goal	One community with quality economic development.

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Was the goal met?	In progress. The Loop 303 project design is complete and construction will soon be underway. The Northern Parkway project design, between Sarival and Dysart, is complete and construction is currently underway.
What were the Performance Measures?	Project development milestones.
Obstacles/Challenges	Challenges include interagency coordination and maintaining the funding secured toward these projects.
Goal	Successfully lead ten federally funded traffic signal/intelligent transportation system and safety projects through the federal-aid process. Projects include new communication lines to traffic signals, real-time traffic monitoring cameras, electronic message signs in downtown and pedestrian countdown signal heads.
Related Council Goal	One community with high-quality services for citizens.
Was the goal met?	In progress. Two projects have been completed; four projects are under design; three projects are under construction; and one project is yet to be advertised for bids by ADOT.
What were the Performance Measures?	Implement the design of all projects—completed. For as many projects as possible, within a one-year timeframe, either advertise for bids to start construction or implement ADOT equipment procurement process.
Obstacles/Challenges	Working through ADOT's policies and procedures to either bid projects or to purchase equipment. Also need to adhere to federal requirements.

FISCAL YEAR 2011

Area of Innovation:

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

Accomplishments:

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

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

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TRANSPORTATION

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

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TRANSPORTATION

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

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(1340) Signs & Markings	8	8	7	7	-13%
(1340) Traffic Design and Development	3	3	2	2	-33%
(1340) Traffic Signals	7	7	5	5	-29%
(1340) Traffic Studies	4	4	4	4	0%
(1340) Transportation Administration	4	3	2	2	-33%
(1660) Dial-A-Ride	34.25	34.25	34.25	34.25	0%
(1660) Intelligent Transportation Sys	4	4	4	4	0%
(1660) Traffic Mitigation	1	1	1	1	0%
(1660) Transit Management	4	4	4	4	0%
(1660) Transportation Education	1	1	1	1	0%
(1660) Transportation Program Mgmt	5	5	5	5	0%
Total -Transportation	**75.25**	**74.25**	**69.25**	**69.25**	**-7%**

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AIRPORT

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

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

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

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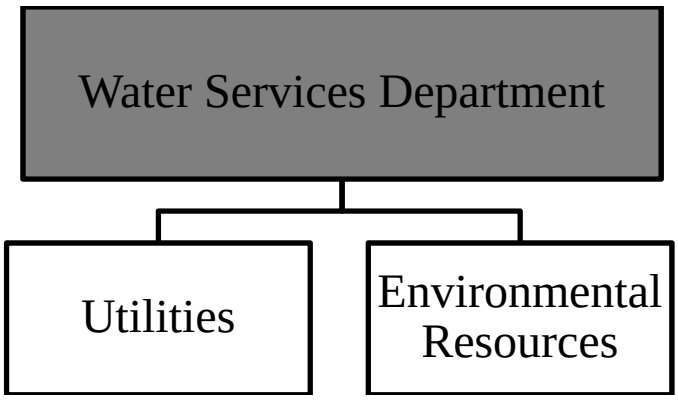

WATER SERVICES

Craig Johnson

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

Department Description:
The Water Services Department serves more than 225,000 people within the city of Glendale. The Department is responsible for treating and distributing drinking water that meets all federal and state water quality standards, collecting and treating the city's wastewater in compliance with all regulatory requirements, operating and maintaining the storm water system, implementing odor and roach infestation control measures, and reading all water meters on a monthly basis. The Department receives no revenues from sales or property taxes, and operates solely on funds from rates and service charges and fees. In accordance with city policy, these funds are administered in an enterprise account.

FISCAL YEAR 2013

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

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

FISCAL YEAR 2012

Area of Innovation:

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

Accomplishments:

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

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GOAL UPDATES	
Goal	Complete the sewer rehabilitation and replacement project to meet the federal and state regulatory requirements. The sewer system will be rehabilitated using state-of- the-art trenchless technologies to reduce construction costs.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	Yes.
What were the Performance Measures?	All sewer manholes and sewer pipelines were rehabilitated in this project.
Obstacles/Challenges	None.
Goal	Complete the improvements to the Arrowhead Ranch Water Reclamation Facility ultraviolet (UV) disinfectant system. This project will replace the existing Trojan medium pressure UV systems with energy efficient low pressure UV disinfection systems to reduce operating costs and enhance UV system disinfection performance.
Related Council Goal	One community with high quality services for citizens.
Was the goal met?	This is a multi-year project that has completed the design phase and is scheduled to begin construction in early July 2012. Anticipated completion is June 2013.
What were the Performance Measures?	The performance measures are (1) timely completion within budget (2) Upon completion reduction in electrical and maintenance requirements.
Obstacles/Challenges	None at this time. Project is on schedule.

FISCAL YEAR 2011

Area of Innovation:

- A water production optimization program was implemented which resulted in approximately $600,000 annual cost savings in 2011. The Utilities and Environmental Resources Departments was instrumental in generating additional revenues, including amendment of the SROG effluent agreement with the Palo Verde Nuclear Generating Station which resulted in $0.5 million additional annual revenue in FY 2011.

Accomplishments:

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

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GOAL UPDATES	
Goal	Complete the construction phase of the 10 MGD groundwater treatment plant located at the Oasis Water Campus. This facility will augment existing water supplies and help meet demands during peak demand events and periods of canal outages due to scheduled maintenance. This includes hiring a construction manager, a principal contractor, and construction manager at risk for pre-construction and the onset of construction.
Related Council Goal	One Community with High-Quality Services for Citizens.
Was the goal met?	Yes.
What were the Performance Measures?	The project will be completed by May 2011.
Obstacles/Challenges	None.
Goal	Complete the improvements to the Arrowhead Ranch Water Reclamation Facility ultraviolet (UV) disinfectant system. This project will replace the existing Trojan medium pressure UV systems with energy efficient low pressure UV disinfection systems to reduce operating costs and enhance UV system disinfection performance.
Related Council Goal	One Community with High-Quality Services for Citizens.
Was the goal met?	It is anticipated to meet the goal after project completion.
What were the Performance Measures?	Completion of UV replacement project by November 2012.
Obstacles/Challenges	None.

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ENV. RESOURCES

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

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

FUND NUMBER / STAFFING BY PROGRAM	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget	Percent Over FY 2012 Budget
(2360) Environmental Resources	5	5	5	5	0%
(2360) Water Quality	10	10	10	10	0%
(2400) Water Conservation	2	2	2	2	0%
Total -Env. Resources	**17**	**17**	**17**	**17**	**0%**

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UTILITIES

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

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UTILITIES

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

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

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GLENDALE

Capital Improvement Plan

Annual Budget, 2012-2013

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INTRODUCTION

What are Capital Improvements?

The Capital Improvement Plan (CIP) is a ten-year roadmap for creating, maintaining and paying for Glendale's present and future infrastructure needs. The CIP outlines project costs, funding sources and estimated future operating costs associated with each capital improvement. The plan is designed to ensure that capital improvements will be made when and where they are needed, and that the city will have the funds to pay for and maintain them.

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

Capital improvements make up the bricks and mortar, or infrastructure that all cities must have in place to provide essential services to current residents and support new growth and development. They also are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city. A wide range of projects comprise capital improvements as illustrated by the examples below:

- fire and police stations;
- libraries, court facilities and office buildings;
- parks, trails, open space, pools, recreation centers and other related facilities;
- water and wastewater treatment plants, transmission pipes, storage facilities and pump stations;
- roads, bridges, traffic signals and other traffic control devices including fiber optic infrastructure needed for the operation of intelligent transportation systems;
- landscape beautification projects;
- computer software and hardware systems other than personal computers and printers;
- flood control drainage channels, storm drains and retention basins;
- and major equipment purchases such as landfill compactors, street sweepers and sanitation trucks.

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

Glendale has kept pace with its rapid growth through many new public assets. Glendale also has completed many capital projects that involved renovating, rehabilitating or expanding existing infrastructure or buildings. Notable projects completed since 2002 include the following:

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 – 59th Avenue and 67th Avenue
2009 Sahuaro Ranch Park Picnic Pavilion Renovations
2009 Trail Renovations at Thunderbird Conservation Park
2008 Oasis Water Treatment Plant
2008 Cholla Water Treatment Plant Process Improvements
2008 Park and Ride Facility at 99th and Glendale Avenues
2008 Downtown Parking Garage
2007 Grand Avenue Improvements
2007 Downtown Campus
2007 Foothills Recreation & Aquatic Center
2007 Emergency Operations Center
2007 Convention Center/Media Center/Parking Garage
2006 Field Operations Complex
2006 Fire Station 159
2006 Rose Lane Pool Restoration
2005 99th Avenue Metering Station Improvements
2004 New Adult Center Facility
2004 Pyramid Peak Water Treatment Plant – Solids Handling Expansion
2003 Jobing.com Arena
2002 Manistee Land Redevelopment

Paying for Capital Improvements

In many respects, the city planning process for selecting, scheduling and financing capital improvements parallels the way an individual might plan for buying a new house or car. This process entails an assessment of many valid competing needs, a determination of priorities, an evaluation of costs and financing options and an establishment of realistic completion timeframes. The analysis process involves many familiar questions.

- Do I need a new home or car or just "want" one?
- Can I wait another year or two?
- Are there other alternatives such as remodeling, using public transit or carpooling?
- What other purchases will I need to forego?

- What can I afford and how can I pay for it?
- Do I need outside financing and what will it cost?

If the purchase plan moves forward, a decision must be made about the down payment. A good planner might have started a replacement fund a few years ago in anticipation of the need. Other cash sources might include a savings account or a rainy day emergency fund. The city, just like most families, needs to find longer-term financing to cover certain costs for capital improvements. Repayment of the loan might require cutting other expenses like eating at restaurants or increasing income by taking a second part-time job. An unanticipated inheritance may speed up the timetable; a negative event, such as a flood or unanticipated medical expense, might delay the plan.

Similarly, most large capital improvements cannot be financed solely from a single year's revenue stream or by simply increasing income or decreasing expenses. For a more detailed discussion about this issue see the "Impacts of the CIP on the Operating Budget."

Guidelines and Policies Used in Developing the CIP

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

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

Master plans also help determine which projects should be included in the CIP and the timeframes in which the projects should be completed. For example, the Parks and Recreation Master Plan's guidelines for neighborhood parks include one acre of park land per 1,000

residents. When population growth causes an area to exceed this threshold, that neighborhood will rise on the capital plan's priority list for park development. The Water & Sewer Master Plan, Parks Master Plan, Storm Water Master Plan, GO Transportation Plan and five-year plans for landfill and solid waste collection services also provide valuable guidance in the preparation of the CIP.

Economic forecasts also are a critical source of information and guidance throughout the capital planning process. The forecasts assess external factors such as whether the local economy is growing or contracting, population growth, inflation for construction materials, the value of land, and other variables that may affect the city's ability to finance needed services and capital projects.

Glendale's Annual CIP Development Process

In conjunction with the annual budgeting process, the Management and Budget Department coordinates the citywide process of revising and updating the city's capital plan. City staff members from all departments participate in an extensive review of projects in the existing plan and the identification of new projects for inclusion in the CIP. The City Council's commitment to the needs and desires of Glendale's citizens is a critical factor considered during the capital planning process, as well as compliance with legal limits and financial resources.

The first year of the plan is the only year appropriated by Council. The remaining nine years are for planning purposes and funding is not guaranteed to occur in the year planned. City Council makes the final decision about whether and when to fund a project.

Once projects are selected for inclusion in the capital plan, decisions must be made about which projects should be recommended for inclusion in the first five years of the plan. Determining how and when to schedule projects is a complicated process. It must take into account City Council's strategic goals as well as all of the variables that affect the city's ability to generate the funds to pay for these projects without jeopardizing its ability to provide routine, ongoing services and one-time or emergency services when needed.

Prior to Council's consideration of the proposed CIP, the Finance and Management & Budget Departments evaluate various debt-related issues to ensure the proposed expenditures meet all debt coverage requirements as discussed in the city's Debt Management Plan. The Finance Department periodically updates the Debt Management Plan to include the most recent debt issuances.

The City Council reviews the recommended CIP during the spring budget workshops. Council also considers citizen requests and considers the recommendations of staff before making the final decision about which projects should be included in which years of the CIP.

Citizen Involvement in the CIP Process

The CIP is an important financial, planning and public communication tool. It gives residents and businesses a clear and concrete view of the city's long-term direction for capital improvements and a better understanding of the city's ongoing needs for stable revenue sources to fund large or multi-year capital projects.

Input into the annual CIP updating process is obtained from citizens who serve on many different city boards and commissions, as well from individual citizens through the public hearing and comment process. Through these public input venues, residents and businesses have alerted staff about infrastructure development and renovation needs, important quality-of-life enhancements, and environmental and historic preservation issues that should be addressed in the capital plan.

Citizens have additional opportunities for input when participating in committees that consider voter authorization proposals. There have been two bond elections since 1999. One occurred in November 1999 when Glendale voters approved 100% of the $411.5 million in bond requests. In 2006, City Council established an Ad-Hoc Citizens Bond Election Committee to consider whether additional bond authorization was needed to complete the Council approved CIP. On May 15, 2007, voters approved $218 million of the $270 million in bond requests.

We encourage and welcome your comments and suggestions for improving Glendale's annual CIP. Please share your thoughts, concerns and suggestions with the city staff in the Management and Budget Department.

FINANCING THE CIP

Introduction

The financial projections used to develop the CIP are based on staff's best prediction of future real estate values, construction costs, interest rates, and other relevant variables. These financial projections are jointly developed by the Financial Services Department and Public Works Department in conjunction with the Assistant City Manager. They are updated annually to reflect changes in the economic environment.

Although only the first year of the plan is appropriated, the first five years of the plan are financially balanced. This means the plan

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

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

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

The city also must coordinate the timing of many of its capital projects with federal, state, county and municipal governments and outside entities. For example, street improvements are coordinated with utility companies, when possible, to minimize the amount of new street surface that must be cut to lay new or replacement utility and fiber optic lines. Also, flood control capital improvements are coordinated with the Maricopa County Flood Control District to maximize matching funds that the district makes available for eligible projects.

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

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

Debt Management Plan

A critical element of financing capital projects is the ability to manage within available resources the overall debt incurred for past projects while including new debt for future projects. Glendale has a formal *Debt Management Plan* (DMP) that is produced as a separate document from the annual budget book. The DMP was updated in early FY 2012 and presented to City Council in January 2012. For the purposes of this discussion, portions of the DMP are reflected below.

The purpose of the city's DMP is to manage the issuance of the city's debt obligations within the city's financial policies, the legal framework governing municipal debt and the bond covenants established for prior issuances. This plan also includes an assessment of the city's ability to incur additional debt and other long-term obligations within these same limits at favorable interest rates.

Analysis of the city's debt position is essential as planned future capital projects could result in the need for additional capital financing. Decisions regarding the use of debt will be based in part on the long-term needs of the city, the limitations mentioned above and discussed in more detail in the material following this section, and the amount of cash that can be dedicated in a given fiscal year to capital outlay. Glendale believes that a disciplined, systematic approach to debt management will ensure stable credit ratings.

The city has instituted a conservative plan of finance for capital projects. The main objectives of that plan are:

- evaluate all possible funding mechanisms to insure the city receives the best possible terms and conditions;
- use debt structures that match the useful lives of the projects being financed or fall within accepted maturity guidelines;
- use revenue-based bond issuances where feasible, e.g. water and sewer revenue bonds, transportation sales tax revenue bonds and highway user fee revenue fee (HURF) bonds;
- use excise tax-secured bond financing when appropriate; and
- finance the majority of the remaining projects with general obligation bonds that are supported by the city's secondary property tax revenue.

Furthermore, the DMP states that the city's direct net tax-supported debt should be maintained at a level considered manageable by the rating agencies given current economic conditions. Measures of economic conditions include per capita income for Glendale residents and the assessed valuation of property within the city's corporate limits.

Within the context of the DMP, the ten-year CIP is developed with identified funding sources for each CIP project. For example, a street project might be funded through one or more of the following financing sources: HURF bonds, general obligation (G.O.) bonds, federal or state grants, local improvement district funding (LIDs), development impact fees (DIFs), Glendale's dedicated transportation sales tax or Glendale's general fund excise taxes. In many cases, a large or multi-year project will be financed using a mix of these funding sources.

General Obligation (G.O.) Bonds

G.O. bonds are direct and general obligations of the city. Glendale uses G.O. bonds to fund most large-scale capital improvements other than water, sewer, sanitation, landfill, many transportation-related projects and professional sports-related facilities such as the Jobing.com Arena, home of the Phoenix Coyotes, and Camelback Ranch, spring training home of the Chicago White Sox and the Los Angeles Dodgers. These bonds are backed by "the full faith and credit" of the city.

Arizona State law mandates the separation of city property taxes into two components, the primary tax levy and the secondary tax levy. A municipality's secondary property tax revenue can be used only to pay the principal, interest and redemption charges on bonded indebtedness or other lawful long-term obligations that are issued or incurred for a specific capital purpose. In contrast, primary property tax revenue may be used for any lawful purpose.

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

General Obligation Debt Limitations

Arizona's State Constitution limits G.O. bonded indebtedness to 6% or 20% of the city's total secondary assessed valuation. With this approach, a municipality's capacity to issue additional G.O. debt will grow as assessed valuation increases and as outstanding G.O. bonds are retired. If secondary assessed valuation declines, which the city has experienced beginning with FY 2010, then the city's G.O. debt limitations will decrease. The debt limitation – commonly called "bond capacity" and "debt capacity" – figures do not represent the amount of G.O. debt that could be supported by the city's current and projected secondary property tax revenue.

G.O. projects in the 20% category are

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

G.O. projects in the 6% category are

- Economic development,
- Historic preservation and cultural facilities,
- General government facilities, and
- Libraries.

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

Table 2-1 reflects the city's G.O. bond debt limitation as of December 31, 2011. Debt outstanding prior to the passage of Proposition 104 for public safety, streets/parking and transportation facilities is reflected in the 6% category and in the 20% category thereafter. The amount of debt outstanding excludes debt service fund balances.

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

General Municipal Purpose Bonds		Water, Sewer, Flood Control, Light, Parks and Open Space	
6% Limitation[1]	$78,813	20% Limitation[1,2]	$262,712
Less Direct Bonded Debt to be Outstanding	$16,949	Less Direct Bonded Debt to be Outstanding	$184,731
Unused 6% Borrowing Capacity	$61,864	Unused 20% Borrowing Capacity	$77,981

[1] Based on 2012 secondary assessed value of $1,313,557,625
[2] Public safety, streets/parking and transportation facilities debt prior to Prop. 104 is included in the 6% category

Table 2-2 shows the city's bond capacity under the state's constitutional debt limits after accounting for existing bond issuances that are outstanding. Changes between fiscal years in the "Outstanding Debt" columns are the result of outstanding bonds being paid down. The columns labeled "Projected Remaining Capacity" show the amount of additional G.O. bonds that could be sold without violating the state constitutional limits. Note that the "Projected Remaining Capacity" figures do not reflect the amount of G.O. debt that could be supported by the city's current and projected secondary property tax revenue.

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

These significant valuation declines are the result of the unprecedented real estate market that dominates urban areas of the southwestern United States. In Maricopa County, where Glendale is located, the median value of single family residential properties dropped an astonishing 52.5% over five consecutive years. Preliminary data from the Maricopa County Assessor's Office also indicate that the median value of commercial property continues to decline. The median full cash value of commercial property is down 49.2% since 2009.

These declines in secondary assessed valuation result in lower debt limitation figures (column A) in FY 2013 through FY 2017 than those shown in Table 2-1 (above). The decline in property valuation significantly limits the city's ability to take on new debt. For this reason, no new general obligation bond sales are planned in the first five years of the capital plan. Therefore the table simply reflects the impact of outstanding debt on the city's borrowing capacity. The remaining borrowing capacity is shown in the last column of Table 2-2 below.

Table 2-2
Projected G.O. Debt Capacity
(All Dollar in Thousands)

Fiscal Year	Projected[1] Secondary Assessed Value	Limitation (A)		Outstanding Debt[2] (B)		Projected Remaining Capacity (A-B)	
		6%	20%	6%	20%	6%	20%
FY 2013	$1,149,265	$68,956	$229,853	$12,634	$172,861	$56,322	$56,992
FY 2014	$1,055,429	$63,326	$211,086	$8,194	$160,451	$55,131	$50,635
FY 2015	$1,055,429	$63,326	$211,086	$2,880	$149,425	$60,446	$61,661
FY 2016	$1,097,646	$65,859	$219,529	$0	$132,235	$65,859	$87,294
FY 2017	$1,141,552	$68,493	$228,310	$0	$113,760	$68,493	$114,550

[1]FY 2013 figure reflects actual secondary assessed valuation.
[2]Outstanding debt refers to the debt on the principal balance only.

Assessed Valuation

In FY 2009, secondary assessed valuation peaked at just under $2.2 billion, a 20.1% increase from FY 2008 and on top of a 33.3% increase from FY 2007 to FY 2008. The FY 2009 valuation reflected the 2006 real estate market. The FY 2009 secondary assessed valuation reflected commercial valuation comprising 29.0% of the total, residential comprising 66.8% and the remaining 4.2% included, but was not limited to vacant land, agriculture, railroad and historical property.

In FY 2010, Glendale's secondary assessed valuation was approximately $2.1 billion, a 2.9% decline from the prior FY. The FY 2010 valuation reflected the 2007 real estate market when property valuations began to slip. Commercial properties comprised 33.6% of the FY 2010 total, residential property comprised 61.8% and the remaining 4.6% included, but was not limited to vacant land, agriculture, railroad and historical property.

Glendale's FY 2011 secondary assessed valuation was approximately $1.8 billion, a 17.7% decline from the prior FY. The FY 2011 valuation reflected the 2008 real estate market when property valuations tumbled downward at an accelerated pace.

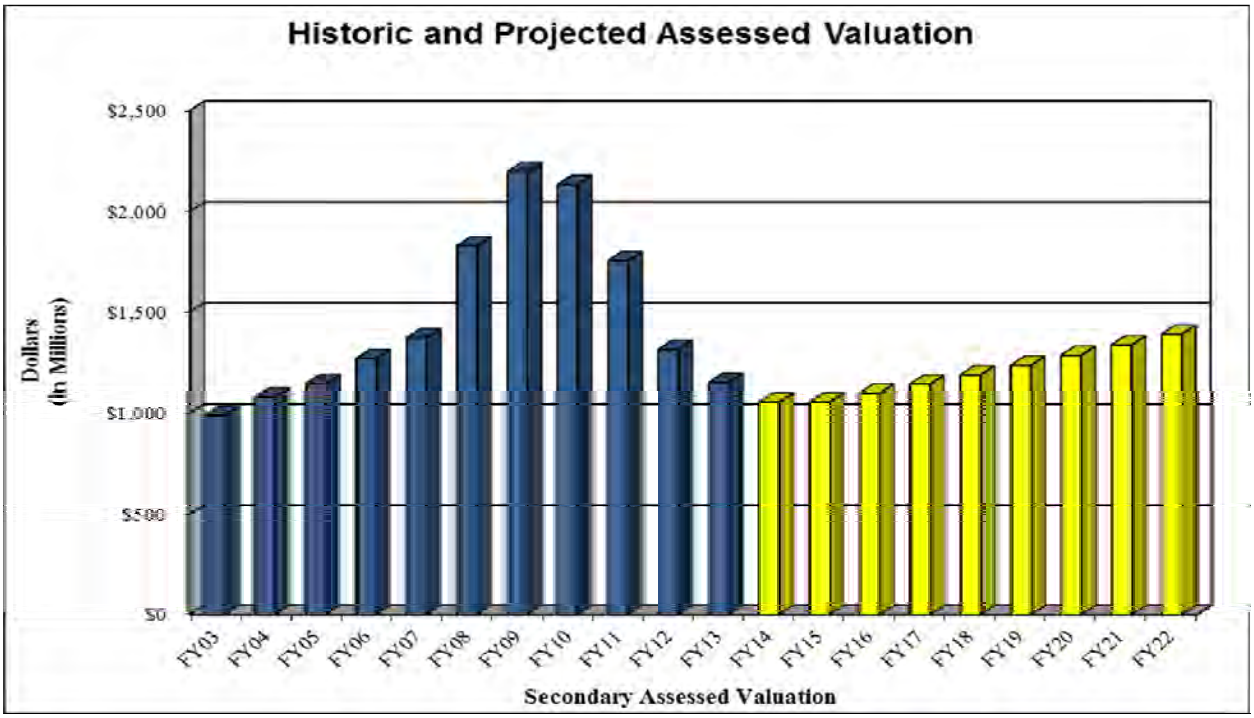
Glendale's secondary assessed valuation in FY 2012 was approximately $1.3 billion, representing a 25.1% decline from the FY 2011 secondary assessed value. The FY 2012 valuation reflects the 2009 real estate market when property values experienced the most significant plunge.

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

A fifth consecutive year of valuation decline – an additional 8.2% – is expected with the FY 2014 valuation. The FY 2014 estimate is based on the preliminary valuation notices that the county assessor's office mailed to property owners in February 2012 and reflects the 2011 real estate market.

These astonishing declines are in contrast to the fact that Glendale's secondary assessed valuation more than doubled between FY 2004 and FY 2009. This growth was the result of the quality economic development investments the city made over the last several years. However, the latest assessed valuation information means the decline in Glendale property values equates to a loss of over one-half of the city's secondary assessed valuation – from a peak of nearly $2.2 billion in FY 2009 to a projection under $1.1 billion for FY 2014.

For the future, it is assumed that Glendale's secondary assessed valuation will bottom out with no change in FY 2015 and conservative growth of 4% starting in FY 2016. These are conservative valuation assumptions. The average annual growth rate in Glendale's secondary assessed valuation was 8.7% for the 10 year period of 1997–2007 – representing the real estate markets of calendar years 1994 through 2004 – prior to the run up in property values. The following chart provides a graphical view of Glendale's secondary assessed valuation changes between FY 2003 and FY 2013 as well as the projected valuations for FY 2014 through FY 2022.



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

Capital Plan Implications for Secondary Property Tax Rate

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

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

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

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

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

Table 2-3 also reflects the Build America Bond (BAB) subsidy related to the G.O. bonds sold in 2010 and the DIF Citywide Recreation Facilities Fund (Fund 1480) debt service contributions related to the Foothills Recreation and Aquatic Center which was funded with proceeds from the 2004 G.O. bond sale. The BAB subsidy and DIF debt service contributions directly reduce the debt service to be covered by secondary property tax revenue and will help address the shortfall between the annual debt service requirements and secondary property tax revenue. The current G.O. debt is documented in *Schedule 7* of this budget book.

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

Fiscal Year	Secondary Assessed Valuation	Estimated Secondary Property Tax Rate	Estimated Secondary Property Tax Rev.[1]	Existing Debt Service[2]	Less Build America Bond Subsidy	Less Fund 1480 DIF Contribution	Proposed Debt Service	Total Debt Service
FY 2013	$1,149,265	$1.6753	$19,404	$25,555	($659)	($209)	$0	$24,687
FY 2014	$1,055,429	$1.9807	$21,055	$24,311	($647)	($209)	$0	$23,455
FY 2015	$1,055,429	$1.9807	$21,055	$26,483	($633)	($210)	$0	$25,640
FY 2016	$1,097,646	$1.9807	$21,891	$24,361	($618)	($211)	$0	$23,532
FY 2017	$1,141,552	$1.9807	$22,761	$23,814	($593)	($211)	$0	$23,009

[1]Includes esimated SRP In-Lieu revenue of $150,000 per fiscal year

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

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

Voter Authorization

Under Arizona State law, cities can obtain long-term financing through the use of G.O. bonds only with the approval of voters. On November 2, 1999, the City Council placed on the ballot a variety of proposed capital improvements recommended by the Citizen Bond Election Committee resulting in voters approving $411.5 million of bonds requested.

In 2006, City Council established an Ad-Hoc Citizens Bond Election Committee to consider whether additional authorization was needed to support the Council approved FY 2007-16 CIP. On May 15, 2007, voters approved $218 million of the $270 million bond request recommended by the 2006 Ad-Hoc Citizen Bond Election Committee.

The time between a bond election varies depending on how much the voters approve in a given election and how many capital projects are initiated. Bond sale proceeds must be used for the purposes specified in the bond authorization election. Remaining bond funds in one bond category may not be used to fund projects in another bond category. Table 2-4 shows the projected remaining voter authorization for G.O. bonds by authorization category. The remaining authorization numbers reflect unused authorization from the October 1981, March 1987, November 1999 and May 2007 bond elections.

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

Category	FY 2012[1]	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Public Safety	$104,473	$104,473	$104,473	$104,473	$104,473	$104,473
Landfill	$15,540	$15,540	$15,540	$15,540	$15,540	$15,540
Library	$17,096	$17,096	$17,096	$17,096	$17,096	$17,096
Streets/Parking[2,3]	$67,238	$67,238	$67,238	$67,238	$67,238	$67,238
Cultural/Historical[2]	$13,721	$13,721	$13,721	$13,721	$13,721	$13,721
Transit[2]	$6,750	$6,750	$6,750	$6,750	$6,750	$6,750
Econ. Development	$32,627	$32,627	$32,627	$32,627	$32,627	$32,627
Govt. Facilities[2]	$30,200	$30,200	$30,200	$30,200	$30,200	$30,200
Open Space/Trails	$50,525	$50,525	$50,525	$50,525	$50,525	$50,525
Parks	$14,637	$14,637	$14,637	$14,637	$14,637	$14,637
Flood Control	$10,522	$10,522	$10,522	$10,522	$10,522	$10,522

[1] Remaining authorization as of June 30, 2012
[2] Bonds can be issued as G. O. Bonds, Revenue Bonds or both.
[3] Streets/Parking voter authorization can be used for Street Revenue Bonds that are repaid with HURF revenue

Revenue Bonds

The City of Glendale can currently make use of four types of revenue bonds: HURF, transportation, water/sewer (utilities) and landfill. The principal and interest on these bonds will be paid from future revenue derived from state highway user revenue fees, the city's transportation sales tax, and user fees for water, sewer and landfill services. Although revenue bonds may incur slightly higher interest costs than G.O. bonds, revenue bonds do not affect the city's debt limitation. However revenue bonds do require voter authorization unless an alternative form of financing is chosen.

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

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

In the past, the Arizona Legislature has altered, and may in the future alter, (1) the type and/or rate of taxes, fees and charges to be deposited into the Arizona Highway Revenue Fund and (2) the allocation of such monies among the Arizona Department of Transportation, Arizona cities and counties and other purposes. In fact, the Arizona Legislature reduced the amount of funds allocated to cities in FY 2009 through FY 2012.

HURF bond-funded projects require voter authorization (either HURF voter authorization or streets/parking G.O. voter authorization) but do not affect the city's debt limitation. By state law, when a city sells this type of bond, the maximum projected annual total debt service payment cannot exceed one-half of the previous year's revenue allocation. Because of the volatility of highway user revenues, the City Council directed staff to cap the street bond debt service to total highway user revenue ratio slightly below the state limit of .50. The city's target for CIP purposes is to remain at or near a .45 debt service to revenue ratio. Table 2-5 summarizes the debt service to revenue ratio for HURF bonds. The current HURF debt service is documented in *Schedule 7*.

There are no HURF bond sales planned for FY 2013 through FY 2017. The HURF revenue figures assume the state will continue with the reduced distribution approach in place in FY 2009 through FY 2012. Consequently, HURF revenue will cover only $1.4M of the HURF debt service, while the remaining revenue will be used to pay street operating costs in FY 2013. The remaining $3.3M in annual HURF debt service will be paid by contributions from the roadway development impact fee fund, the transportation sales tax fund and the general obligation debt service fund balance.

Table 2-5
Street Revenue Bonds
(All Dollars in Throusands)

Fiscal Year	Highway User Tax Revenues*	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage	Debt Service to Prev. Year Revenue %
FY 2012	$10,550	$4,706	$0	$4,706	N/A	N/A
FY 2013	$12,759	$4,709	$0	$4,709	2.71	45%
FY 2014	$12,791	$4,696	$0	$4,696	2.72	37%
FY 2015	$12,823	$1,958	$0	$1,958	6.55	15%
FY 2016	$12,855	$1,976	$0	$1,976	6.51	15%
FY 2017	$12,887	$0	$0	$0	N/A	0%

*FY 2012 estimated revenue; FY 2013-2017 projected revenues

Transportation Sales Tax Revenue Bonds: On November 6, 2001, Glendale held a special election where voters passed a new half-cent sales tax to fund a new transportation plan. The transportation plan was created to improve service for all modes of transportation including public transit, motorized vehicle, bicycle, pedestrian and aviation. Of the 13,019 ballots cast for this proposition, 64% were in favor and 36% were in opposition. By their votes, Glendale

residents indicated that having transportation choices and being connected to regional activities and employment centers were important to maintaining Glendale's high quality of life.

Everyone who shops in Glendale pays the half-cent sales tax that became effective January 1, 2002. The revenues are dedicated to funding the implementation of the *Glendale Onboard! (GO) Transportation Plan*. The sales tax has no termination date because it will be used for future transit operating costs that are ongoing. The transportation capital and operating budgets are balanced yearly.

Table 2-6 displays proposed revenue bond sales to support capital projects in the transportation sales tax program. The table summarizes annual revenue expected from the designated sales tax, future bond sale amounts, the corresponding debt service, and the resulting coverage ratio. The minimum debt coverage ratio that was established for the FY 2008 transportation sales tax revenue bond issuance is 2.0. Please see the *Glendale Onboard Annual Report* for more information.

Table 2-6
Transportation Revenue Bonds
(All Dollars in Thousands)

Fiscal Year	Transportation Sales Tax Revenue	Bond Sales	Existing Debt Service	Proposed Debt Service	Total Debt Service	Annual Coverage
FY 2013	$20,862	$0	$7,326	$0	$7,326	2.85
FY 2014	$21,856	$26,000	$7,326	$1,938	$9,264	2.36
FY 2015	$22,402	$0	$7,326	$1,938	$9,264	2.42
FY 2016	$23,298	$10,000	$7,326	$2,684	$10,010	2.33
FY 2017	$24,347	$0	$7,327	$2,684	$10,011	2.43

Water/Sewer Revenue Bonds: The city can sell bonds that pledge water/sewer utility revenues as payment for bond debt service. Water/sewer revenue bond sales are limited by Ordinance 1323 New Series (adopted in 1984) and Ordinance 1784 New Series (adopted in 1993). Glendale's bond covenant states that net utility revenue (i.e. revenues less operating costs) will be at least 1.2 times the maximum debt service due in any succeeding fiscal year; this is the bond debt service coverage ratio. Adjustments in net revenue may be made in some circumstances; restatement of debt service on variable rate and certain other types of debt is permitted; and refunding and compound interest bonds may be issued under different tests.

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

Table 2-7
Water/Sewer Planned Bonds & Coverage Ratios
(All Dollars in Thousands)

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

Table 2-7 displays projected water/sewer bond sales and coverage ratios. FY 2013-17 CIP projects for the water and sewer system will be funded with one of the financing sources described above. The current water/sewer debt is documented in *Schedule 7* of this budget book. The FY 2013 rate recommendation for the water/sewer enterprise fund is for no change to the rates currently in effect. This recommendation is based on the annual update of the individual rate models for each of the enterprise funds that are used to develop a balanced capital plan for each operation. As a result of the payoff of senior lien bonds (WIFA) during FY 2012, the reserve fund of retained earnings and cash totaling approximately $11M is freed up allowing for a refunding that eliminates the need for a rate increase in 2013.

Overall, this rate recommendation is the result of:

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

Landfill Revenue Bonds: Landfill revenue bonds fund environmental improvements required by federal and state law as well as improvements relating to constructing, extending, improving and repairing the Glendale Municipal Landfill. Users of the Glendale Municipal Landfill include both outside haulers and the city's residential and commercial solid waste operations. Landfill CIP projects will be funded from operating revenues over the next few years. The voter authorization for landfill revenue bonds as of June 30, 2011, was $15.5 million.

Other Capital Financing Options

Local Improvement District Bonds: Local improvement districts (LIDs) are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a supplemental assessment. This financing approach ties the repayment of debt to those property owners who most directly benefit from the improvements financed. The city's most recent LID was formed in 1993 to finance the construction of improvements on Bell Road, from 67th Avenue to 83rd Avenue, and the Arrowhead Mall area.

There are several financial and practical constraints that can limit the formation of such districts. While LID bonds are not subject to specific debt limits, LID debt appears in the city's financial statements as an obligation of the city, and therefore can affect the city's bond ratings. In addition, it may be difficult to obtain the consent of the number of property owners needed to create a LID. Residential property owners and business property owners in the same area may have different concerns, priorities and financial assets. Finally, a LID usually is not a viable option in lower-income areas.

For capital plan purposes, it is assumed that any new LIDs either will be fully funded by private property owners or the city's financial participation will be limited to a small "general city contribution" for the share of improvements that benefits property owners outside the district. The formation of a LID can affect the CIP positively by accelerating the completion of a capital improvement already in the CIP or negatively by delaying other scheduled projects in order to finance the city's LID contribution.

Municipal Property Corporation Bonds: A city may form a Municipal Property Corporation (MPC) to finance a large capital project. An MPC is a non-profit organization over which the city exercises oversight authority, including the appointment of its governing board. This mechanism allows the city to finance a needed capital improvement and then purchase the improvement from the corporation over a period of years.

In order for the MPC to market the bonds, a city will typically pledge unrestricted excise taxes. Unrestricted excise taxes are generally all excise, transaction privilege, franchise and income taxes. In fact, MPC debt service is paid with General Fund operating dollars and this is a serious limitation of this financing option. (The General Fund operating budget contribution is reflected as a transfer from the General Fund to the MPC debt service fund in Schedule 4 of this document). While the city has potential MPC bond capacity, a large issuance of MPC bonds could place a significant strain on the overall General Fund operating budget.

Before entering into a purchase agreement with the MPC, the city also will pledge that actual annual excise tax collections will be at least three times the maximum annual debt service payment for all senior MPC bonds. The city has formed and entered into agreements to sell MPC bonds to fund several construction projects, including the following:

- Glendale Municipal Office Complex (debt is retired),
- Jobing.com Arena,

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

Table 2-8 shows the current amount of MPC principal debt outstanding as of July 1, 2012. It is anticipated that the debt service on these obligations will be paid by the undesignated portion of city sales tax receipts from the projects that benefit from the capital improvements, with any shortfalls addressed by the General Fund transfer. It should be noted that the city intends to refund or otherwise restructure one or more MPC issuances during FY 2013 if good market conditions prevail. The current MPC debt is documented in *Schedule 7* of this budget book.

Table 2-8
Outstanding Municipal Property Corportation Bonds

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

Public Facilities Corporation Bonds: Similar to an MPC, a public facilities corporation (PFC) 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.

Table 2-9 shows the current amount of PFC principal debt outstanding as of July 1, 2012. It is anticipated that the debt service on these obligations will be paid by the undesignated portion of city sales tax receipts from the projects that benefit from the capital improvements, with any shortfalls addressed by the General Fund transfer. It should be noted that it is the intent of the city to refund or otherwise restructure this issuance during FY 2013. The projected PFC debt after refunding is documented in *Schedule 7* of this budget book.

Table 2-9
Outstanding Public Facilities Corporation Bonds

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

Lease Financing: Lease financing provides long-term financing for the purchase of equipment or other capital improvements and does not affect the city's G.O. bond capacity and does not require voter approval. In a lease transaction, the asset being financed can include new capital needs, assets under existing lease agreements or, in some cases, equipment purchased in the past for which the government or municipal unit would prefer to be reimbursed and paid over time. Title to the asset is transferred to the city at the end of the lease term.

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

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

[1]Includes principal and interest; excludes copier leases

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

Entitlement or categorical grants are allocated to qualified governmental entities based on a formula basis (e.g., by population, income levels, etc.). Entitlement funds must be used for a

specific grantor-defined purpose. Community Development Block Grants are considered entitlement grants and typically must benefit low-moderate income residents.

A new entitlement grant was awarded to the city during FY 2010 that will move forward several energy efficiency capital projects. Specifically, Glendale is the recipient of a $2.3 million allocation through the American Recovery and Reinvestment Act's Energy Efficiency and Conservation Block Grant. This grant funding will allow for capital projects to be completed that otherwise may not be completed for several years. Some of the capital projects already completed or under construction at the time this document was prepared include:

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

It is important to note that most federal and state grant programs, with the exception of some public housing programs, require the applicant to contribute to the cost of the project. The required contribution, referred to as local match, can vary from 5% to 75%. Federal Transportation Administration grants for public transit improvements and Federal Aviation Administration grants for airport projects are examples of capital improvement grants for which local matching requirements will come from the city's operating budget and/or the city's transportation sales tax.

Many federal and state grant programs specifically prohibit the applicant from using other government grants as match, and require that the match be cash rather than donated services. Therefore, matching funds usually come from General Fund department operating budgets, G.O. bonds or development impact fees.

There is always a possibility that some of the grant-funded projects will be delayed or not completed if government grants fail to materialize. CIP projects adversely affected by changes in the availability of grants may be postponed until the needed grant funds are acquired, the project is modified to reduce costs, or the project is funded using alternative means.

Operating Budget - Pay-As-You-Go: Many capital improvements and purchases of large pieces of equipment are included in the operating budget on a pay-as-you-go basis. The city's FY 2013 operating budget also provides for the maintenance of capital assets and expenses associated with the growth and depreciation of city facilities and equipment.

A vehicle replacement fund for most city vehicles, including police patrol cars, and a technology replacement fund for desktop computers, servers, optical scanning equipment, and other related technology are included in the operating budget. Typically, each department pays annually into each fund based on the equipment in its inventory and the expected life span and value of the equipment.

Specialized vehicles such as street sweepers, and recurring maintenance costs such as asphalt repairs and sealcoating, are also funded from the operating budget. Some capital improvements are paid for on a cash basis in order to avoid the interest costs incurred with other financing mechanisms.

Other Financing Alternatives

The City of Glendale's ongoing challenge to balance the service and infrastructure needs of its current residents with those of its future residents is not unique. Every city that experiences prolonged periods of growth is looking for ways to more equitably distribute the cost of capital improvements based on usage levels and derived benefit.

Forming New Utilities: Some cities form a utility to finance and maintain infrastructure for a specific purpose. Examples include streetlights and storm sewers. Rates for these services might be set according to the expected level of facility usage. For example, monthly storm sewer billing rates could be set according to the amount of runoff typically generated by different types and sizes of property.

One advantage of usage-based rates is that some of the cost burden is redistributed from the low-end user (i.e. the residential sector) to the high-end user (i.e. the commercial sector). For example, a shopping center generates more runoff per acre than a residential dwelling, and would pay a proportionately higher storm water utility bill. Currently, the city does not use this method.

Community Facilities Districts: Community facilities districts (CFDs), enabled by the Arizona Legislature, can provide another mechanism for targeting the funding of capital improvements to the specific area or population that benefits from the improvement. The CFD is conceptually similar to LID's, but a CFD is given much broader authority in the type of tax or fee implemented and the use of the revenue. As an example, a CFD can levy a tax or fee for the ongoing maintenance of a capital improvement. Currently, the city does not have any CFDs established.

IMPACT OF THE CIP ON THE OPERATING BUDGET

Glendale's operating budget is directly affected by the CIP. Almost every new capital improvement entails additional ongoing expenses for routine operation, repair and maintenance upon completion or acquisition that must be incorporated into the operating budget. Also, many new capital facilities require the addition of new positions. Existing city facilities and equipment that were once considered state-of-the-art will require rehabilitation, renovation or upgrades to accommodate new uses and/or address safety and structural improvements. Older facilities usually involve higher maintenance and repair costs as well. PAYGO capital projects, grant-matching funds and lease/purchase capital expenses also come directly from the operating budget.

The costs of future operations and maintenance for new CIP projects are estimated by each department based on a detailed set of cost guidelines that is provided to all departments each year. These guidelines are updated annually in conjunction with the various departments that are experts on different types of operating costs. For instance, the FY 2013 – 2022 CIP reflects the following estimated operating cost for capital projects:

- between $2.01 and $3.39 per sq ft annually for electrical and gas costs in a building;
- between $2.00 and $3.00 per sq ft annually for building maintenance, including heating, ventilating and air conditioning (HVAC), plumbing, electrical and structural repairs;
- $1.62 per sq ft annually for custodial services;
- $0.195 per sq ft annually for building water usage;
- $341.26 per month for refuse (two 6 yard containers picked up three times a week);
- Vehicle annual replacement contributions, maintenance and fuel costs:
  - ½-Ton Pickup: $2,170 annual replacement cost, $0.18/$0.25 per mile maintenance/gas;
  - Mid-Size Sedan: $3,000 annual replacement cost, $0.19/$0.16 per mile maintenance/gas;
- Technology annual replacement contributions:
  - Desktop Computer: $461.00;
  - Laptop Computer: $607.00;
  - Color Printer: $499.00.

CIP projects involving land acquisitions in anticipation of future needs also increase operating budget costs. Vacant parcels typically have an operating budget impact because of new maintenance costs related to fencing, security, weed control, etc., until the land is needed for new parks, libraries, water treatment facilities, etc. However, even with these additional costs, it often is more cost effective to purchase land before an area has been fully developed.

Operating costs are carefully considered in deciding which projects move forward in the CIP because it is not possible for the city to fund concurrently several large-scale projects that have significant operating budget impacts. Therefore, implementation timetables are established that stagger projects over time.

Council reviews operating and maintenance costs associated with capital projects scheduled to come on-line in the upcoming fiscal year during the annual spring budget workshops. If

operating and maintenance costs have been identified in a project the departments are required to either absorb the additional costs or submit a supplemental request to receive funding. Supplemental requests for CIP operating and maintenance costs are balanced against other requests for additional funding.

Many improvements make a positive contribution to the fiscal well being of the city. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve and expand the city's infrastructure.

The table below summarizes the projected cumulative impact of the CIP on the city's operating budget over the next 10 years, by category. Detailed operating cost estimates are included in the project detail section of the CIP. If applicable, each project contains an operating and maintenance description, as well as a projection for the operating costs for the first five years and a five-year aggregate estimate for the second five years for personnel, supplies, utilities, insurance, etc. In many instances an inflation rate of 3% is figured into the ongoing operating and maintenance costs each year. Until such time that supplemental requests are again being considered, departments have been directed to either defer projects to a later year or absorb additional costs into their current operating budget.

Operating Impact by CIP Project Type

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

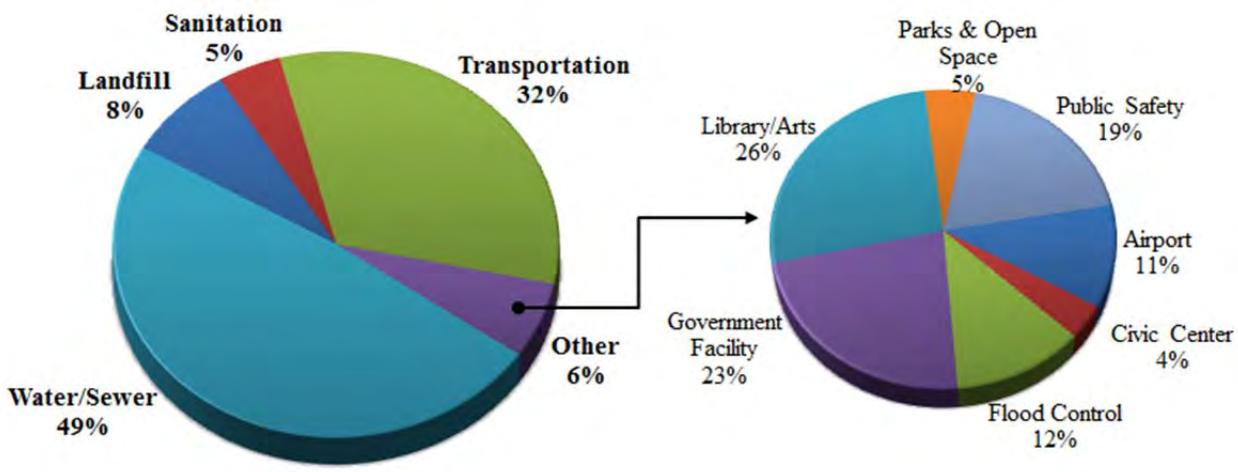
S = Department plans on submitting a supplemental request; A = Department plans to absorb operating costs

SUMMARY BY TYPE OF PROJECT

Glendale's CIP contains a wide range of projects that make up a well-rounded, long-range program for municipal improvements.

One of the most useful ways to view the CIP and understand its components is to group projects into similar types or categories. Since city revenue sources are often limited to specific categories (e.g., streets, water/sewer utility) and bonds are authorized by major categories (e.g., public safety, parks), this approach is also helpful when evaluating bond issues. The graph below shows new FY 2013 CIP project funding by major category type, excluding grant appropriation and carryover.

FY 2013 NEW CIP PROJECT FUNDING BY TYPE
(excludes carryover and grant appropriation)



The following section includes a summary of all capital projects by fund. A narrative description of the major CIP categories precedes the project detail sheets for each project. Each detail sheet contains a project identification number and name, a short project description, the anticipated funding source, projected costs for each of the first five years (including carryover funding from the previous years CIP, if applicable), a five-year aggregate estimate for the second five years and the operating impact, if any. The operating impact section remains expanded to show how much will be spent on personnel, supplies, utilities, insurance, etc. along with a description of the operating impact.

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

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Summary of ALL Capital Projects by Funding Type

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

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BOND CONSTRUCTION FUNDS

Bond construction funds are used to account for financial resources to be used for the acquisition or construction of capital projects in the city's council-approved CIP using general obligation bonds and HURF revenue bonds. Beginning balances are based on prior bond issuance proceeds that have been received but not yet expended. Additional bond sales during the specified years, estimated investment and interest income, and expected grant/IGA revenues increase the beginning balances. Project expenses including carryover and operating expenses (e.g. advisor fees) reduce the beginning balances.

Sahuaro Ranch Park Improvements

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

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STREET/PARKING
CONSTRUCTION FUNDS

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

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

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

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

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

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

Project: **68103 - Street Scallop (I)** **Funding Source:** General Obligation Bonds

Project Description: The Scallop Street Program is used to complete street improvements to reduce traffic accidents, enhance traffic flow, provide safety to adjacent pedestrian traffic and to mitigate property flooding. Projects are selected based on need and available funding from a scallop street inventory maintained by the Engineering Department.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$1,126,451	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0	$8,567,000
Finance Charges	$0	$0	$0	$0	$0	$0	$219,316
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$0	$85,670
Contingency	$0	$0	$0	$0	$0	$0	$719,359
TOTAL	**$1,126,451**	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,711,345**

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

*** New Project**

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

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

Project: 68104 - Street Beautification (I) **Funding Source:** General Obligation Bonds

Project Description: The Street Beautification Program is used to complete landscaping improvements that were not required of the developer at the time of development. The objective of the program is to create an aesthetically pleasing landscape continuity, citywide, along the arterial street system. Improvements include construction of sidewalks, multiuse paths, improvements to handicap accessibility, benches, planting of trees, shrubs and ground cover.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$73,703	$0	$0	$0	$0	$0	$0
Construction	$0	$0	$0	$0	$0	$0	$6,107,000
Finance Charges	$617,421	$0	$0	$0	$0	$0	$156,340
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$0	$61,070
TOTAL	**$691,124**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,444,410**

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

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$0	$0	$0	$0	$257,166
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$257,166**

Project: 68121 - Streetlight Repair (R) **Funding Source:** General Obligation Bonds

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$248,857	$0	$0	$0	$0	$0	$0
TOTAL	**$248,857**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No operating impact as these poles and lights already exist.

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

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

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

Operating Description: No additional O and M is required.

*** New Project**

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

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

Project: 68102 - Petition Lighting Program (N) **Funding Source:** General Obligation Bonds

Project Description: This project installs additional street lighting in areas that have been determined to be inadequate. Infill street lighting requests are initiated by residents and requires approval of affected residents.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$0	$0	$0	$0	$0	$0	$700,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$39,600
Arts	$0	$0	$0	$0	$0	$0	$7,000
Contingency	$0	$0	$0	$0	$0	$0	$53,400
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$800,000**

Operating Description: O and M identified provides for 40 requested street lights per year. Supplies cover photo control cost, electricity for a 150-watt light is $92 per year, estimated maintenance for a light is $26 per year, including Remote Operations Asset Management monitoring. A supplemental budget request will be made as new streetlights are added to the system.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$3,914	$4,031	$4,152	$4,277	$4,405	$24,090
Utilities	$3,790	$3,904	$4,021	$4,141	$4,266	$23,326
Equip. Maint.	$1,071	$1,103	$1,136	$1,170	$1,205	$6,592
TOTAL	**$8,775**	**$9,038**	**$9,309**	**$9,588**	**$9,876**	**$54,008**

Project: T1232 - 95th Ave Camelback to Missouri (N) **Funding Source:** General Obligation Bonds

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$0	$0	$0	$0	$0	$700,000
Design	$0	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$0	$1,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$22,500
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$15,000
Contingency	$0	$0	$0	$0	$0	$0	$120,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,012,500**

Operating Description: Landscape O and M based on 13,200 square feet of landscaping for a 1/4 mile of street improvements for five years. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$0	$0	$0	$0	$14,520
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$14,520**

*** New Project**

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

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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

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

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

*** New Project**

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

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

Project: **70000 - Thunderbird Paseo Park Develop (I)** **Funding Source:** General Obligation Bonds

Project Description: Park improvements and renovations to maintain this 55 acre linear park. This includes tree replacement and additions, improvements to landscaping, signage replacements, trail asphalt overlay, pedestrian/equestrian bridges and replacement of equipment located in the linear park.

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

Operating Description: O and M expenses would vary based upon the specific type of future landscape improvements that are implemented. Supplies and contracts calculated at $601 per acre X 50 acres (estimate value) plus inflation. A landscape water rate is calculated at $0.0495 per sq ft for 435,600 sq ft. All calculations are for 31 months of operation. A supplemental budget request will be submitted once the project is near completion.

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

*** New Project**

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

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

Project: **T1630 - Thunderbird Park Improvements (I)** **Funding Source:** General Obligation Bonds

Project Description: Based on the Thunderbird Conservation Park Master Plan recommendations, items to be addressed include the continued repair and maintenance of trails, removal of invasive plant species and re-vegetation of the park with native plants, repair and upgrading of existing park elements (ramadas, restrooms) and the removal of various park elements (ramadas and restrooms) from the wash located at 59th Avenue. The removal of ramadas in the 59th Avenue wash area will allow for restoration of the wildlife corridor and vegetation. The installation of new park elements such as ramadas and restrooms are also within the scope of this project.

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

Operating Description: Staffing is a Service Worker II at $53,310 with benefits and inflation, a Park Ranger at $51,087 with benefits and inflation; Supplies/Contracts is ramada cleaning contract at $3,000 per ramada (23) per year. Utilities at $2.70 sq ft X 3,000 sq ft plus inflation. Building Maintenance at $1.62 X 3,000 sq ft and 10 light poles at $179 annually; insurance for two new staff at $828 each per year; vehicle maintenance/replacement for compact pickup, computer and printer; landscape maintenance at $601 per acre X 5 acres; building water $0.195 per sq ft (3,000); refuse at $341 per month plus inflation. Operations are calculated for 36 months. A supplemental budget request will be submitted once the project is near completion. If both receive funding, building expenses and staffing will be eliminated from one project.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$385,522
Supplies/Contr	$0	$0	$0	$0	$0	$254,806
Utilities	$0	$0	$0	$0	$0	$29,911
Bldg. Maint.	$0	$0	$0	$0	$0	$24,557
Equip. Maint.	$0	$0	$0	$0	$0	$6,554
Insurance	$0	$0	$0	$0	$0	$6,115
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$19,059
Landscape	$0	$0	$0	$0	$0	$11,097
Water	$0	$0	$0	$0	$0	$2,161
Refuse	$0	$0	$0	$0	$0	$15,111
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$754,893**

*** New Project**

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

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

Project: **70003 - City-Wide Trails System (N)** **Funding Source:** General Obligation Bonds

Project Description: This fund will implement recommendations for open space acquisition, trailhead land purchases, construction of pedestrian, bicycle, and equestrian paths and trails, and connectivity between areas of interest citywide that accommodates future growth and user demands.

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

Operating Description: Specific scope will determine the additional O and M costs which could include utilities for additional lighting (260 poles X $153 per pole) and signage maintenance, contracts for cleaning trails and rest nodes, landscape maintenance, water costs, and building maintenance for repairs and maintenance of drinking fountains and walkway light bulb replacement at $26 each per year. Staffing is a Service Worker II position at $49,732 including benefits. Insurance is for a new staff member at $828 a year. Other operating calculations have been based upon 50 acres. Supplies/contracts at $601 per acre plus inflation, landscape maintenance at $0.22 per sq ft, landscape water at $0.0495 sq ft plus inflation, vehicle replacement is for a compact pickup with maintenance. All calculations are for 26 months of operation. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$3,753
Supplies/Contr	$0	$0	$0	$0	$0	$3,258
Utilities	$0	$0	$0	$0	$0	$4,313
Bldg. Maint.	$0	$0	$0	$0	$0	$592
Equip. Maint.	$0	$0	$0	$0	$0	$733
Insurance	$0	$0	$0	$0	$0	$500
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$215
Landscape	$0	$0	$0	$0	$0	$51,961
Water	$0	$0	$0	$0	$0	$11,691
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$77,016**

*** New Project**

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

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

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

Project Description: Construct a multimodal trail system along New River and Agua Fria River Corridor as per the Maricopa Association of Governments West Valley Rivers Trails Plan. The trail system will link with other trails in and around the City of Glendale connecting parks and other recreation facilities, and serve new and existing residents.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$540,555
Construction	$0	$0	$0	$0	$0	$0	$1,544,414
Finance Charges	$0	$0	$0	$0	$0	$0	$58,196
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$15,444
Contingency	$0	$0	$0	$0	$0	$0	$177,089
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,390,698**

Operating Description: Supplies and contracts include $601x 10 acres. Building maintenance costs include 34 low-level security lights for rest nodes and trail at $75 per light and $13 per lamp for bulb replacement. Landscape includes maintenance of approximately 435,600 sq ft x $.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.

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

Project: T1761 - New River Bike Trail (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a 1,500-foot long multiuse path from an existing pathway just north of the Paraiso Drive alignment to Hillcrest Boulevard, including two bridges. One would be over the drainage channel and the other would be over the retention area north of the Paraiso Drive alignment. The project will complete a safe and convenient, off-street connection from Pinnacle Peak Road to existing Hillcrest Road and 75th Avenue bike routes.

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

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

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$0	$0	$0	$0	$4,689
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,689**

*** New Project**

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

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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

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

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

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

*** New Project**

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

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

Project: **70502 - Orangewood Community Park (I)** **Funding Source:** General Obligation Bonds

Project Description: Continued development of the 40+ acre Orangewood Community Park at 71st and Orangewood Avenues. This phase includes the construction of additional lighted multiuse fields, bleachers, a restroom, control building, final half-street improvements, and other park amenities that are typically associated with community parks. Once completed, the multiuse complex will also feature soccer/football fields, sports lights, playground, picnic facility, parking, and sport courts with lights.

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

Operating Description: Additional O and M would be needed starting in FY 2019. Staffing includes a Service Worker II at $51,732 (includes benefits) and a Building Maintenance Worker at $58,782 (includes benefits). Supplies/Contracts include $601 per acre x 20 acres. Utilities includes $2.70 per sq ft x 2,000 sq ft for the control building electrical cost. Building maintenance costs include lights ($16,000 per field) and lamp replacement ($3,166 per field) for three soccer fields, 40 additional low level security lights will be maintained at $75 per fixture and $13 for lamp replacement per fixture, $4.60 per sq ft to maintain the plumbing in 800 sq ft restroom, HVAC and maintenance is $2.50 per sq ft x 1,200 sq ft control building, $2.07 per sq ft x 1,200 sq ft control building for custodial service, and $4.60 per sq ft for plumbing maintenance of the control building. Equipment maintenance includes the installation and maintenance costs 12 street lights at $153 each and ongoing O and M at $26 per pole. Insurance is $828 per new employee. Electrical includes security monitoring system at $600 per year. Vehicle replacement includes $1,950 per year for a 1/2 ton pickup and technology replacement includes $607 per year for a laptop,$2,252 per year for a printer, $2,000 annually for landlines. Landscape is calculated at 871,200 sq ft x $.0927 and landscape water at 871,200 sq ft x $.0495. Water is calculated at 2,000 sq ft x $.195. Refuse includes a 6-yard container x 3 pick-ups per week.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$552,069
Supplies/Contr	$0	$0	$0	$0	$0	$60,046
Utilities	$0	$0	$0	$0	$0	$26,976
Bldg. Maint.	$0	$0	$0	$0	$0	$459,693
Equip. Maint.	$0	$0	$0	$0	$0	$15,586
Insurance	$0	$0	$0	$0	$0	$8,280
Electrical	$0	$0	$0	$0	$0	$10,015
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$39,850
Landscape	$0	$0	$0	$0	$0	$618,862
Water	$0	$0	$0	$0	$0	$1,948
Refuse	$0	$0	$0	$0	$0	$20,451
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,813,776**

*** New Project**

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

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

Project: **70506 - 63rd & Northern Park Dev. (I)** **Funding Source:** General Obligation Bonds

Project Description: Proposed final improvements include a looped concrete pathway/trail, a restroom, native grass, landscaping and low flow crossing. Phase I of the community park included a playground, a ramada, open turf area, parking, a dog park, landscaping and meandering multiuse paths.

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

Operating Description: Supplies and Contracts: $601 x 30 acres for supplies and contracts and $6,600 for restroom cleaning. Utilities: $2.25 x 800 sq ft for restroom electricity. Building Maintenance includes electrical for 40 additional low-level security lights at $75 per light and $13 for lamp replacement x 40 lamps and plumbing at $4.60 x 800 sq ft. Since most of the area will be designed with native grasses, the cost of maintaining the facility will be less than a typical community park. As a result, Landscape Maintenance and Landscape Water are calculated at half the normal rate. Landscape Maintenance is 1,306,800 sq ft x $0.04635 per sq ft, landscape water is 1,306,800 sq ft x $0.02475 per sq ft . Water would include 800 sq ft restroom x $0.195 per sq ft, and a drinking fountain at $60.39. Refuse includes one container for the entire site at $2,047 per year.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$6,582
Utilities	$0	$0	$0	$0	$0	$8,124
Bldg. Maint.	$0	$0	$0	$0	$0	$26,588
Landscape	$0	$0	$0	$0	$0	$343,113
Water	$0	$0	$0	$0	$0	$797
Refuse	$0	$0	$0	$0	$0	$7,559
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$392,763**

*** New Project**

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

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

Project: **70510 - Park Enhancements (I)** **Funding Source:** General Obligation Bonds

Project Description:

Ongoing park enhancements are vital in the city's effort to improve and enhance park functionality and appeal. Staff continually assesses park amenities and infrastructure, and strive to meet the demands park users place on park land and facilities. Park enhancements focus on a variety of elements and amenities within the existing park setting, and can be urgent in nature or planned. Typical park enhancements include new sport courts, additional low-level security lighting, picnic areas, picnic benches, Americans with Disabilities Act (ADA) play surface for playgrounds, shade structures, landscape, and other amenities added to existing park sites. Ongoing enhancements typically address service gaps in the level of service requirements outlined in the Parks and Recreation Master Plan.

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

Operating Description:

In most cases, park enhancements will have little or no impact on the O and M. In fact, in many cases the enhancements allow for a more efficient operation of infrastructure and amenities. O and M will be impacted when additional amenities are introduced to the park, such as ramadas, additional low-level lighting, etc. Supplies/contracts include $601 x 4 acre. Building Maintenance includes an average of 10 additional low level security lighting x $75 for electricity, and $13 per lamp for replacement. Landscape maintenance $0.0927 per x 43,560 sq ft, and landscape water at $0.0495 per sq ft x 43,560 sq ft. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$14,796
Bldg. Maint.	$0	$0	$0	$0	$0	$5,416
Landscape	$0	$0	$0	$0	$0	$38,122
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$58,334**

*** New Project**

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

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

Project: 70515 - T-Bird Park Improvements (I) **Funding Source:** General Obligation Bonds

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

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

Operating Description: Improvements have O and M impact for two new 750 square feet restrooms with associated utilities and supplies. Improvements will require a Service Worker II at $53,310 with benefits, a Park Ranger with benefits at $51,087, contracted labor assistance at $25,000 per year, supplies are $20,000 a year; utilities at $2.70 per sq ft X 3,000 sq ft = $8,100; building maintenance at $1.62 X 3,000 sq ft = $4,860 annually; equipment maintenance is for two added pole lights at $358 annually; insurance is for 2 new employees at $828 per person; ramada cleaning at $3,000 each at five new ramadas, building water at $0.195 sq ft or $49 per month; equipment replacement is a computer, printer purchase and their replacement cost. Calculations are based on a 34 month operating period. If both receive funding, building expenses and staffing will be eliminated from one project.

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

Project: 70520 - Sahuaro Ranch Park Improv. (I) **Funding Source:** General Obligation Bonds

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$14,017	$0	$0	$0	$0	$0	$0
Construction	$1,071	$0	$0	$0	$0	$0	$0
TOTAL	**$15,088**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

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

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

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

Project Description: The park project has two components: Paseo Sports Complex and Paseo Racquet Center, both of which are in this park. The Sports Complex work would include, replacement of the lighting system, restroom and concessions building. At the Paseo Racquet Center, necessary maintenance repairs include court overlays, court resurfacing, lighting, fencing and building restoration and improvements.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,005,416
Construction	$0	$0	$0	$0	$0	$0	$2,872,616
Finance Charges	$0	$0	$0	$0	$0	$0	$87,326
Engineering Charges	$0	$0	$0	$0	$0	$0	$71,744
Arts	$0	$0	$0	$0	$0	$0	$28,726
Contingency	$0	$0	$0	$0	$0	$0	$387,803
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,453,631**

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

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

Project Description: This project addresses minor renovations and golf course enhancements that may not otherwise be included or covered in the golf course management agreements. Issues to be addressed include golf course grounds and infrastructure at Glendale's Glen Lakes and Desert Mirage golf courses. Improvements will include modifying or enhancing greens, tees, fairways, cart paths, irrigation systems, lakes, driving ranges, parking lots, fence replacement, and pro-shops for both municipal golf courses.

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

Operating Description: No additional O and M is needed.

*** New Project**

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

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

Project: T1715* - Play Structure Improvements (I) **Funding Source:** General Obligation Bonds

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

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

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

Project: 70500 - Parks Redevelopment (R) **Funding Source:** General Obligation Bonds

Project Description: This project is designed as a proactive focus for revitalizing parks currently in the city's inventory that have shown signs of deteriorating infrastructure, amenities, and/or landscape. The purpose of the redevelopment process is to heighten or restore the overall functionality of the park for the users, while at the same time enhancing the operating efficiency. As in the past, staff identify strategies that are designed to revive the park's existing strengths and develop new or enhanced functions of the park. Development strategies, service gaps, and needs are identified and addressed during the design and construction phase. Depending on the park category, location, size, and level of service, each requires a distinct level of funding to address an assortment of services or operational improvements.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$49,688	$0	$0	$0	$0	$0	$6,283,947
Construction	$0	$0	$0	$0	$0	$0	$18,239,851
Finance Charges	$13,985	$0	$0	$0	$0	$0	$680,571
Engineering Charges	$0	$0	$0	$0	$0	$0	$122,000
Arts	$0	$0	$0	$0	$0	$0	$182,398
Contingency	$0	$0	$0	$0	$0	$0	$2,040,702
TOTAL	**$63,673**	**$0**	**$0**	**$0**	**$0**	**$0**	**$27,549,469**

Operating Description: Supplies and contracts are based on 10 acres x $601 per acre. Building Maintenance includes an additional 30, low-level park lighting at $88 per pole. These parks are currently maintained, so staff doesn't project additional landscape maintenance or water costs. Water would include the addition of 40 drinking fountains at $66 each. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$36,990
Bldg. Maint.	$0	$0	$0	$0	$0	$16,249
Water	$0	$0	$0	$0	$0	$16,249
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$69,488**

*** New Project**

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

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

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

Project Description: Renovations address planned and/or unexpected restoration improvements and infrastructure replacement at existing park and recreation buildings, centers, ball field complex sites, group ramada pavilions, restrooms, and tennis and golf complexes. Funds are used citywide to provide ongoing renovation to existing facilities. The specific facilities that receive assistance from this fund are targeted through an ongoing assessment and feedback from citizens and staff.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$0	$0	$0	$0	$0	$0	$8,093,137
Finance Charges	$0	$0	$0	$0	$0	$0	$186,870
Engineering Charges	$0	$0	$0	$0	$0	$0	$120,000
Arts	$0	$0	$0	$0	$0	$0	$80,931
Equipment	$0	$0	$0	$0	$0	$0	$200,000
Contingency	$0	$0	$0	$0	$0	$0	$849,407
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,530,345**

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

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

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

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

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

*** New Project**

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

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

Project: 70541 - Parks Capital Equipment (R) **Funding Source:** General Obligation Bonds

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

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

Operating Description: Park Capital Equipment and Vehicle Replacement includes maintenance for 5 mowers, 5 trailers, 5 ball field preparation machines and 2 pick-up trucks. Equipment maintenance is $75 per hour x 20 (# of visits) x pieces of equipment. The remaining equipment will be calculated as the equivalent as one vehicle, which is one truck at $1,950 at $.17 per mile for maintenance costs x 8,000 miles, and $.20 per mile x 8,000 miles for fuel costs. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	$0	$0	$0	$0	$0	$138,482
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$127,280
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$265,762**

Project: T1712 - Aquatic Facility Restoration (R) **Funding Source:** General Obligation Bonds

Project Description: This project includes the renovation and restoration of existing swimming pools and aquatic facilities owned and/or operated by the Glendale Parks and Recreation Department. The aquatic facilities require annual attention and typical repair projects at each pool include replastering of the water vessels, patching and repairs to the pool decking, replacement of shade canopies, pool pumps and other equipment to ensure continued compliance with all federal, state and county health code requirements.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,350,822
Construction	$0	$0	$0	$0	$0	$0	$4,650,207
Finance Charges	$0	$0	$0	$0	$0	$0	$181,672
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$46,502
Contingency	$0	$0	$0	$0	$0	$0	$948,255
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,269,958**

Operating Description: No additional O and M needed.

*** New Project**

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

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

Project: **T1713 - Foothills Center Restoration (R)** **Funding Source:** General Obligation Bonds

Project Description: This project involves the replacement of recreation center equipment that has an expected useful life of 5-7 years and renovation of the facility. Replacement of fitness room equipment, existing audio/visual equipment, carpeting, room dividers, window blinds and other items due to normal wear and tear.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$189,625
Construction	$0	$0	$0	$0	$0	$0	$758,500
Finance Charges	$0	$0	$0	$0	$0	$0	$37,040
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$80,500
Engineering Charges	$0	$0	$0	$0	$0	$0	$40,769
Arts	$0	$0	$0	$0	$0	$0	$7,585
Equipment	$0	$0	$0	$0	$0	$0	$634,500
Contingency	$0	$0	$0	$0	$0	$0	$140,506
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,889,025**

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

*** New Project**

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

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LIBRARY
CONSTRUCTION FUND

The continued decline in Glendale's secondary assessed valuation required the Western Area Library originally planned for FY 2009 and FY 2010 to be pushed to the last five years of the capital improvement plan joining the renovation project for the three existing city libraries.

Project Name: Int. Renovation-Main, VT, FH
Funding Source: G.O. Bond
Fund #: 2160
Project #: T2810
Picture Note: Foothills Branch Library above, Main Library Below

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FUND SUMMARY: 2160-Library Construction — Category: 6%

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

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

PROJECT DETAIL: 2160-Library Construction — Category: 6%

Project: **T2810 - Int. Renovation-Main, VT, FH (I)** **Funding Source:** General Obligation Bonds

Project Description: This project includes renovating and updating the interior spaces at the 42 year old Velma Teague , 24 year old Main and 13 year old Foothills branch libraries. There would be no changes to walls, electrical, plumbing or HVAC. Functional improvements would include paint, tile, sinks, fixtures, etc.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$42,611
Equipment	$0	$0	$0	$0	$0	$0	$2,840,750
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,883,361**

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

*** New Project**

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

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PROJECT DETAIL: 2160-Library Construction — Category: 6%

Project: 74000 - West Branch Library (N) **Funding Source:** General Obligation Bonds

Project Description:

This request is for funding to construct and furnish a branch library to serve the western portion of the city. This includes the design and construction of a 33,500 sq ft facility on approximately 7 acres of land at the Western Area Regional Facility site at 83rd Avenue and Bethany Home Road. This project is being funded by a combination of Library Bonds and Development Impact Fees from projects 1380-74250 and 1500-74750. The total project cost is estimated at $26,592,494 in FY 2018. A total of $23,029,715 in general obligation bonds will be needed for this project with the remaining cost covered by DIF. The design of the building was completed in 2009, and was paid from DIF Account 1380-74250. By 2018, it is anticipated that considerable redesign will be necessary.

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

Operating Description:

Additional O and M would be needed starting in September 2019. Staffing includes the salary and benefits for a branch manager, 2 Librarian III's, 7 Librarian I's, a Library Operations Supervisor, 4 Library Assistant III's, a Library Assistant II, a Library Assistant I, 2.5 Public Service Assistants, 0.5 Courier, 0.5 Office Assistant, a PC Support Specialist II, a Security Officer and a Building Maintenance Worker for the Facilities Management Department that must be added to support the addition of this building. Staffing also includes eight 19-hour pages and two 19-hour Information Services Assistants. Additionally, a building maintenance truck will be provided for the Building Maintenance Worker. The operating budget also includes books, periodicals, electronic resources, supplies and contracts (including contracted custodial services), a library vehicle, professional development, equipment maintenance, building maintenance, utilities and insurance. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$5,730,470
Supplies/Contr	$0	$0	$0	$0	$0	$1,784,895
Utilities	$0	$0	$0	$0	$0	$343,743
Bldg. Maint.	$0	$0	$0	$0	$0	$291,623
Equip. Maint.	$0	$0	$0	$0	$0	$360,839
Insurance	$0	$0	$0	$0	$0	$51,857
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$395,056
Landscape	$0	$0	$0	$0	$0	$26,176
Water	$0	$0	$0	$0	$0	$33,461
Refuse	$0	$0	$0	$0	$0	$5,746
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,023,866**

*** New Project**

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

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PUBLIC SAFETY
CONSTRUCTION FUNDS

Public safety projects are funded by a combination of public safety general obligation bonds and development impact fees. This section highlights the G.O. projects funded in Fund 2040 for the Fire, Police and City Court Departments.

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

Due to the continued drop in secondary assessed valuation, funding for the City Court Building, which was previously scheduled for completion in FY 2012, has been deferred until the last five years of the capital improvement plan, joining Phase II of the Western Public Safety Training Facility.

Project Name: PS Digital Comm. System
Funding Source: G.O. Bond
Fund #: 2040
Project #: 75012

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

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$2,428,734**	**$1,708,891**	**$1,626,631**	**$1,414,390**	**$1,330,469**	**$1,088,248**
Revenue							
Bond Proceeds		0	0	0	0	0	70,455,000
Investment Income		1,190	959	874	789	695	3,945
Total Revenue:		1,190	959	874	789	695	70,458,945
Operating Expenses							
Advisor Fees		2,000	384	350	316	278	1,578
Total Operating Expenses:		2,000	384	350	316	278	1,578
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Improvement of Existing Assets							
75012 PS Digital Comm. System	221,492	237,397	82,835	212,766	84,394	242,639	2,068,309
Replacement of Existing Assets							
75024 800MHz Comm Equip	260,144	0	0	0	0	0	1,937,128
75034 Engine & Ladder Replacement	0	0	0	0	0	0	3,938,255
T5320 EOC Equipment Replacement	0	0	0	0	0	0	4,800,612
T5380 Replace HazMat Vehicle	0	0	0	0	0	0	617,290
T5450 30 Heart Monitors	0	0	0	0	0	0	822,150
T5539 Replacement of Airpacks	0	0	0	0	0	0	1,543,110
Sub-Total - Existing Assets	*481,636*	*237,397*	*82,835*	*212,766*	*84,394*	*242,639*	*15,726,854*
New Assets							
75020 City Court Building	0	0	0	0	0	0	43,005,399
T5536 Fire Station - Western Area	0	0	0	0	0	0	12,807,503
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*55,812,902*
Total Project Expenses:	481,636	237,397	82,835	212,766	84,394	242,639	71,539,756
Total FY 2013 Funding:		719,033					
Estimated Ending Balance:		**$1,708,891**	**$1,626,631**	**$1,414,390**	**$1,330,469**	**$1,088,248**	**$5,859**

*** New Project**

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

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PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: 75012 - PS Digital Comm. System (I) **Funding Source:** General Obligation Bonds

Project Description: This project helps fund the city's share of membership in the Regional Wireless Cooperative (RWC) digital communications system (two-way radio). Fees associated with this membership cover the operational and maintenance costs on a per radio basis as well as special assessment fees. Membership in the RWC provides for enhanced service, redundancy and increased coverage for all city departments. Most importantly, interoperability not only within city departments but also valley wide partners is greatly increased. The city's "Gold Elite" consoles will require replacement upon the upgrade to IP-based radio consoles.

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

Operating Description: Maintenance costs on hardware/software. The costs associated with equipment maintenance includes the additional fees of $125,000 per year (including a 3% inflation rate) for the software subscription agreement which upgrades the actual software that operates the handheld and mobile radios and was covered in the past by the initial warranty and system upgrade. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	$0	$0	$0	$0	$0	$1,432,986
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,432,986**

Project: 75024 - 800MHz Comm Equip (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement and/or upgrade of existing 800 MHz radios for the Regional Wireless Cooperative to ensure the department continues to meet Federal Communications Commission requirements for Public Safety radio transmissions as mandated and/or to replace radios that have met or exceeded their life expectancy and to ensure they meet technology upgrades.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$28,628
Equipment	$260,144	$0	$0	$0	$0	$0	$1,908,500
TOTAL	**$260,144**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,937,128**

Operating Description: O and M includes network fees annually at $49 per month, per radio for 275 radios. The department will submit a supplemental in the future for the additional O and M. O and M projected start date: August 30, 2017. Annual ongoing O and M before inflationary increases: $161,700

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$963,894
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$963,894**

*** New Project**

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

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PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: 75034 - Engine & Ladder Replacement (R) **Funding Source:** General Obligation Bonds

Project Description: To maximize the safe use of Emergency Code 3 Apparatus the Fire Department's replacement plan indicates that front line engines should be replaced at seven years or 100,000 miles and be moved into a reserve status. Ladder trucks should be replaced after 15 years or 100,000 miles. The department will maintain a reserve fleet of one reserve truck for every two front line trucks. This CIP request is for a continuous plan for replacement of the department's Code 3 Apparatus in an effort to be compliant with the National Fire Protection Association Standards for emergency apparatus.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$96,055
Equipment	$0	$0	$0	$0	$0	$0	$3,842,200
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,938,255**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: T5320 - EOC Equipment Replacement (R) **Funding Source:** General Obligation Bonds

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

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

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

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$4,706,482
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,706,482**

Project: T5380 - Replace HazMat Vehicle (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement of a HazMat vehicle for the hazardous materials team. The current truck will have served its useful life of 10 years by FY 2019.

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

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

*** New Project**

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

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PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: T5450 - 30 Heart Monitors (R) **Funding Source:** General Obligation Bonds

Project Description: Purchase of 30 cardiac monitors. The life span is difficult to gauge as wear and tear is a factor that plays into how long these units last. New technology also plays a part in how long we can continue to use older equipment. Currently, the department's heart monitors are adequate through FY 2018, at which time they are expected to reach the end of their useful life. Heart monitors are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available. Heart monitors are currently on a maintenance contract which will cover the cost to repair or replace a malfunctioned monitor.

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

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

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	$0	$0	$0	$0	$0	$67,439
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$67,439**

Project: T5539 - Replacement of Airpacks (R) **Funding Source:** General Obligation Bonds

Project Description: Replacement of self-contained breathing apparatus (SCBAs) or air packs. The current supply is in compliance with National Fire Protection Association Standards through FY 2018. In FY 2018, 150 air packs will be outdated and in need of replacement. The useful life span of SCBAs is 7-10 years. Upgrades were completed in 2009 for all air packs. As components of the air packs fail, the department will repair or replace them using the department operating budget. Air packs are considered a capital expenditure due to the type of equipment requiring to be updated all at the same time; which cannot be phased in when replaced. Personnel must all be able to train and work on the same type, make and model of equipment. The department will continue to seek alternative funding mechanisms such as grants as they become available.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$37,637
Equipment	$0	$0	$0	$0	$0	$0	$1,505,473
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,543,110**

Operating Description: O and M includes maintenance and repair at $25,000 annually and an additional $36,000 (once every 5 years) for 2 hydro tests on 300 bottles at $60.00 per bottle that is performed every 5 years. The current SCBA budget is $17,291 and does not cover the O and M identified; an additional $74,545 is necessary. The $25,000 for annual maintenance and repair will be needed the year after purchase. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$74,545
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$74,545**

*** New Project**

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

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PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: 75020 - City Court Building (N) **Funding Source:** General Obligation Bonds

Project Description: Construction will resume on the city court building in FY 2018. As of the end of December 2009, the structure was built to ground level. When completed the building is expected to be approximately 90,000 net square feet and include 10 courtrooms. There is the possibility of additional costs due to the delay in construction.

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

Operating Description: O and M would be needed starting in FY 2020 and includes a Building Maintenance Worker, two Custodians, a Day Porter and three Detention Officers. Other items include, utilities and electricity, security, building and elevator maintenance, parking lot sweeping and custodial supplies. There are $213,800 in one-time expenses in FY 2020 including one-time purchases of vehicles and other essential supplies. The O and M related to opening the new facility does not include current grant-funded and one-time funded staff and operational costs. These costs total $577,269. O and M costs for additional court positions will also be needed starting in the year the building is occupied. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$1,453,002
Supplies/Contr	$0	$0	$0	$0	$0	$693,971
Utilities	$0	$0	$0	$0	$0	$184,533
Bldg. Maint.	$0	$0	$0	$0	$0	$250,966
Equip. Maint.	$0	$0	$0	$0	$0	$47,056
Insurance	$0	$0	$0	$0	$0	$51,671
Electrical	$0	$0	$0	$0	$0	$1,107,210
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$18,684
Landscape	$0	$0	$0	$0	$0	$27,426
Water	$0	$0	$0	$0	$0	$38,579
Refuse	$0	$0	$0	$0	$0	$22,492
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,895,590**

*** New Project**

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

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PROJECT DETAIL: 2040-Public Safety Construction — Category: 20%

Project: **T5536 - Fire Station - Western Area (N)** **Funding Source:** General Obligation Bonds

Project Description: Design and construction of a 15,000 sq ft, four bay fire station, with firefighter quarters for 18 personnel, furniture, fixtures, equipment, office space and storage. Equipment includes one engine. This facility will respond to the surrounding areas between Northern Avenue and Camelback Road and 83rd to 115th Avenues. This fire station would house a fire pumper 24/7 initially, with further expansion of ladders and medic units as growth demands. Formally referred to as Fire Station - 99th and Maryland.

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

Operating Description: Additional O and M would be needed starting in March of 2019. Staffing includes the salary and benefits for 12 Firefighters, 3 Captains, 3 Engineers and .5 FTE Building Maintenance Worker. Also includes promotions, training, medic pay, station supplies, station and equipment maintenance, telephone charges, grounds maintenance, insurance and one-time cost in the amount of $486,895 to recruit, test, hire and to send 18 firefighters to the training academy and six to medic school. Utilities, building maintenance, supplies and custodial services for 15,000 sq ft of space. PC replacement contributions for 3 computers and 1 color printer replacement = $2,182. Landscaping estimated at $0.22 per sq ft for 15,000 sq ft. Water estimated at $0.195 per sq ft. Refuse estimated at $342.26 x 12 months. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$3,844,622
Supplies/Contr	$0	$0	$0	$0	$0	$703,502
Utilities	$0	$0	$0	$0	$0	$146,398
Bldg. Maint.	$0	$0	$0	$0	$0	$434,875
Equip. Maint.	$0	$0	$0	$0	$0	$57,327
Insurance	$0	$0	$0	$0	$0	$36,165
Electrical	$0	$0	$0	$0	$0	$72,695
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$6,282
Landscape	$0	$0	$0	$0	$0	$9,501
Water	$0	$0	$0	$0	$0	$8,421
Refuse	$0	$0	$0	$0	$0	$11,824
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,331,612**

*** New Project**

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

GOVERNMENT FACILITIES
CONSTRUCTION FUND

Carryover in FY 2013 is available for the repair, maintenance and/or replacement of electrical/ lighting and mechanical systems. A third of the Civic Center 10 Year Restoration project will also be funded with Government Facilities bond proceeds. The Government Facility Construction Fund will not receive new funding until the last five years of the capital improvement plan due to the continued decline in secondary assessed valuation.

Project Name: City Hall Parking Garage
Funding Source: G.O. Bond
Fund #: 2080
Project #: T1160

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

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

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

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

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

Project Description: Funding for this project will be used to replace and upgrade high cost depreciable items that have been in operation and use at the facility for the past 11 years. This funding is for the replacement of crucial items such as carpet, acoustical air walls in the ballroom, banquet chairs, and audio visual systems. The restoration is needed to ensure that the Civic Center remains a competitive, desirable, high-quality event venue and is considered essential to the continued success of the facility. Recommendation for the planning and funding for the replacement of these high cost items was discussed in a City Council Budget Workshop in 2006.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$100,000	$0	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

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

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

Project: **T1160 - City Hall Parking Garage (I)** **Funding Source:** General Obligation Bonds

Project Description: As part of the emergency garage repair in FY 2009, the structural engineer provided additional maintenance recommendations for the remainder of the city hall garage related to replacement or repair of synthetic cushions. Over the past 25 years, the natural expansion and contraction of the structure's elements have pushed out of place many of the synthetic cushions on which the 366 concrete beams are seated. This has caused the concrete to wear against bare concrete causing deterioration. Also, there are four locations that have significant deterioration that will require extra maintenance and repair before the deterioration becomes more costly.

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

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

Project: **77503 - Exterior Closure (Roofing) (R)** **Funding Source:** General Obligation Bonds

Project Description: Citywide roofing upgrades will require a total of $921,858 in FY 2018 to improve the condition of several facilities and extend the useful life of the infrastructure. There will be over 80 different roofing-related projects needed on all city buildings over a five year period totaling $1,613,307.

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

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

*** New Project**

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

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

Project: 77504 - City Hall - HVAC System (R) **Funding Source:** General Obligation Bonds

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$75,000
Construction	$0	$0	$0	$0	$0	$0	$1,346,000
Finance Charges	$0	$0	$0	$0	$0	$0	$123,487
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$13,460
Equipment	$0	$0	$0	$0	$0	$0	$3,429,446
Contingency	$0	$0	$0	$0	$0	$0	$402,431
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,432,824**

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

Project: 77507 - Interior Finishes (Flooring) (R) **Funding Source:** General Obligation Bonds

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

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

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

Project: 77508 - Interior Finishes (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Make citywide interior paint and wall covering replacements and upgrades that would require a total of $1,051,101 over a five year period to improve the condition of several facilities and extend the useful life of the infrastructure. There are over 142 paint/wall covering related projects needed on all city buildings.

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

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

*** New Project**

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

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

Project: 77509 - Mechanical Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide mechanical replacement and upgrades would require a total of $3,472,537 to improve the mechanical systems of several facilities, as well as extend the useful life of the infrastructure. There will be a total of nine heating, ventilating, and air conditioning (HVAC) mechanical related projects completed on different city buildings. Major projects include: replacing all the HVAC equipment and adding capacity to cool the data center located at the Public Safety Building, replacing the cooling tower drive motor at the Main Library, replacing the heat pumps at Fire Station 154 and renovating the mechanical systems at the Operations Center.

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

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

Project: 77510 - Electrical/Lighting Upgrades (R) **Funding Source:** General Obligation Bonds

Project Description: The replacement and upgrade of lighting and electrical systems in city buildings is estimated to cost a total of $621,673 over several years. These upgrades are expected to reduce the consumption of electricity usage citywide. Improvements are needed for the O'Neil and Rose Lane Community Center recreation buildings, and Fire Stations 152, 153, 154 and 155. This project will include the replacement of old coil and core light fixture ballasts with energy efficient electronic ones and the replacement of the fluorescent lamps with higher efficient options.

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

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

*** New Project**

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

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

Project: 77512 - Exterior Closure (Paint) (R) **Funding Source:** General Obligation Bonds

Project Description: Citywide painting related replacements and upgrades that would require a total of $1,114,471 over a several year period to improve the condition of several facilities and extend the useful life of the infrastructure. The painted surface deteriorates when exposed to the elements, and keeping the exterior surface coated in paint protects the underlying building materials.

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

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

Project: T4730 - Fuel Sites Equipment Upgrade (R) **Funding Source:** General Obligation Bonds

Project Description: This project reflects the replacement of all city of Glendale fuel dispensing equipment that will reach its maximum useful life over the next ten years. The project includes installation of new fuel monitoring and tank leak detection systems and replacement of the fuel tracking system for two fueling sites at Field Operations and Fire Station 153. Completion of this project will ensure reporting accuracy, equipment stability and integrity, and improved customer service.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$5,250
Construction	$0	$0	$0	$0	$0	$0	$94,500
Finance Charges	$0	$0	$0	$0	$0	$0	$86,525
Engineering Charges	$0	$0	$0	$0	$0	$0	$10,973
Arts	$0	$0	$0	$0	$0	$0	$945
Contingency	$0	$0	$0	$0	$0	$0	$25,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$223,193**

Operating Description: No additional O and M is required since new equipment will replace aging existing equipment. No annual maintenance is required, if repairs are required vendors will be paid through existing operational budgets. Contributions to the Technology Replacement Fund are being made for the hardware currently being used and no additional hardware would be needed at this time. The software is a one-time purchase and the yearly license agreement will be paid through the departments existing budget.

*** New Project**

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

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CULTURAL FACILITY/HISTORICAL PRESERVATION
CONSTRUCTION FUND

This general obligation category will fund the continuation of repair and rehabilitation work at the Morcomb property. Work will include restoration of both the historic house and gas station in order to preserve the historic integrity of the property.

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

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

FUND SUMMARY: 2130-Cultural Facility Construction — Category: 6%

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

PROJECT DETAIL: 2130-Cultural Facility Construction — Category: 6%

Project: **84307 - Morcomb Property (I)** **Funding Source:** General Obligation Bonds

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$9,462	$0	$0	$0	$0	$0	$0
Engineering Charges	$91,523	$0	$0	$0	$0	$0	$0
TOTAL	**$100,985**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Bldg. Maint.	$1,030	$1,061	$1,093	$1,126	$1,160	$6,343
Landscape	$1,030	$1,061	$1,093	$1,126	$1,160	$6,343
TOTAL	**$2,060**	**$2,122**	**$2,186**	**$2,252**	**$2,320**	**$12,686**

*** New Project**

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

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PROJECT DETAIL: 2130-Cultural Facility Construction — Category: 6%

Project: **84308 - Sahuaro Ranch Carriage House (R)** **Funding Source:** General Obligation Bonds

Project Description: Repair and/or replace the interior wood siding of the carriage house with the intent to restore the weather tightness of the structure. Repair the deteriorating parts of the bay window. Replace the metal flashing at the roof of the bay and install flooring with materials that meet ADA and historical standards. Replace all electrical infrastructure, prepare and re-paint all previously painted interior surfaces.

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

Operating Description: No additional O and M is needed.

*** New Project**

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

ECONOMIC DEVELOPMENT
CONSTRUCTION FUND

This general obligation bond category includes $1.6 million in carryover for economic development capital projects in FY 2013. These funds are intended for the purchase of land for redevelopment, the upgrade and repair of older infrastructure and new development infrastructure. The overall goal of the economic development capital projects is to attract high quality economic development projects that create or retain well-paying jobs in Glendale, enhance the city's financial stability and attract new capital investment. Proceeds will also be utilized to ensure parking remains available for events at the University of Phoenix Stadium. A number of spaces were displaced when Tanger Factory Outlet Centers, Inc. chose the Westgate area as a site for a new outlet mall. Due to the continued decline in Glendale's secondary assessed valuation, additional funding for economic development related projects will be deferred to the last five years of the plan.

Project Name: Loop 303 Infrastructure
Funding Source: G.O. Bond
Fund #: 2100
Project #: 84406

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

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

PROJECT DETAIL: 2100-Economic Development Construction — Category: 6%

Project: **84401 - Downtown Redevelopment (I)** **Funding Source:** General Obligation Bonds

Project Description: Redevelopment of infrastructure that needs to be upgraded or repaired to encourage private investment in redevelopment of the downtown area.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$0	$0	$0	$0	$0	$7,000,000
Construction	$450,000	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$0	$0	$0	$0	$0	$142,857
TOTAL	**$450,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$7,142,857**

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

*** New Project**

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

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PROJECT DETAIL: 2100-Economic Development Construction — Category: 6%

Project: 84400 - Downtown Land Acquisition (N) **Funding Source:** General Obligation Bonds

Project Description: Districts affected include Ocotillo and Cactus. Purchase of underperforming properties in the City Center Master Plan area which can be assembled and re-marketed to businesses and establishments that desire to locate in the downtown redevelopment area, spurring economic growth. Funding will also cover associated costs of appraisals, environmental assessments, title searches, demolitions, etc. The city will undertake requests for proposals to identify and negotiate development agreements. Continue implementation of the City Center Master Plan.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$723,814	$0	$0	$0	$0	$0	$0
TOTAL	**$723,814**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: There is minimal O and M associated with this project related to land acquisition. O and M for weed control maintenance will be absorbed by the department's operating budget. Acquired land would be offered to developer for purchase and development as desired by city within scope of a development agreement. Estimation for weed control and maintenance is just over $2,000 per year for FYs 2012-2016.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$0	$0	$0	$0	$28,103
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$28,103**

Project: 84406 - Loop 303 Infrastructure (N) **Funding Source:** General Obligation Bonds

Project Description: Construction of new infrastructure and other development costs for new retail or mixed-use development near Loop 303 in fulfillment of development agreement. As development along the Loop 303 continues, the Loop 303 area is becoming the focus for new development within the city. Attracting high-quality development projects to spur economic growth, requires infrastructure to be in place.

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

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

*** New Project**

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

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PROJECT DETAIL: 2100-Economic Development Construction — Category: 6%

Project: **84407 - New Development Infrastructure (N)** **Funding Source:** General Obligation Bonds

Project Description: Funding to provide new infrastructure to recruit and encourage new high-quality private development citywide. The city incurs infrastructure and development costs as new economic development projects occur. Funds are needed to assist with infrastructure costs to support major development projects which will generate new revenues and economic benefits for the city as a tool to recruit high quality employers to the city.

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

Operating Description: O and M costs would be included within the scope of a development agreement.

*** New Project**

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

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FLOOD CONTROL
CONSTRUCTION FUND

FY 2013 carryover will be used to complete the storm drain in Camelback Road between 59th and 75th Avenues which is the last phase of the Bethany Home Outfall Channel project. Carryover funds are also available for the local draining problem and collector drain programs where needed. With the exception of the ongoing AZDES Permit Project, no new funding is included in the first five years of the CIP plan due to the continued decline in Glendale's secondary assessed valuation. The AZDES Permit Project ensures that the city remains compliant with the requirements of a permit obtained under the Clean Water Act.

Project Name: Bethany Home Outfall Channel
Funding Source: G.O. Bond
Fund #: 2180
Project #: 79000

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

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

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

*** New Project**

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

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PROJECT DETAIL: 2180-Flood Control Construction — Category: 20%

Project: 79004 - Local Drainage Problems (I) **Funding Source:** General Obligation Bonds

Project Description: Construct localized storm drain improvements to mitigate drainage and/or flooding problems. This is an ongoing program that typically addresses drainage problems in older neighborhoods, residential areas, and extends existing storm drain systems.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$6,258	$0	$0	$0	$0	$0	$0
Construction	$502,460	$0	$0	$0	$0	$0	$5,099,284
Finance Charges	$46,035	$0	$0	$0	$0	$0	$23,715
Engineering Charges	$121,510	$0	$0	$0	$0	$0	$120,000
Arts	$32,625	$0	$0	$0	$0	$0	$50,993
Miscellaneous/Other	$8,297	$0	$0	$0	$0	$0	$0
TOTAL	**$717,185**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,293,992**

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

Project: 79005 - Collector Drains (I) **Funding Source:** General Obligation Bonds

Project Description: Ongoing program to construct storm drain improvements on arterial and collector streets to mitigate drainage and flooding problems.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$560,008	$0	$0	$0	$0	$0	$0
TOTAL	**$560,008**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 79006 - AZDES SD Permit (I) **Funding Source:** General Obligation Bonds

Project Description: In 1999, the City of Glendale obtained a permit under the Clean Water Act for the National Pollutant Discharge Elimination System. The permit requires monitoring of storm water flows and preparation of annual reports. This funding will insure that the city can continue to meet the requirements of the permit and avoid fines up to $25,000 per day.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$200,936	$0	$0	$0	$0	$0	$0
Construction	$50,332	$0	$0	$0	$0	$0	$0
Finance Charges	$9,842	$3,925	$3,925	$3,925	$3,925	$3,925	$19,625
Engineering Charges	$8,304	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$155,900	$157,000	$157,000	$157,000	$157,000	$157,000	$785,000
TOTAL	**$425,314**	**$160,925**	**$160,925**	**$160,925**	**$160,925**	**$160,925**	**$804,625**

Operating Description: O and M of storm water monitoring will be done by the United States Geological Survey agency through an IGA.

*** New Project**

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

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PROJECT DETAIL: 2180-Flood Control Construction — Category: 20%

Project: **T2944 - 51st Ave. SD, Northern - Olive (I)** **Funding Source:** General Obligation Bonds

Project Description: Project will construct a 42" storm drain pipe, inlets, and other appurtenances in 51st Avenue between Northern Avenue and Olive Avenue. Additionally the Northern Avenue storm drain will be extended from 47th Avenue to 43rd Avenue.

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

Operating Description: The storm drain will not require O and M.

Project: **79000 - Bethany Home Outfall Channel (N)** **Funding Source:** General Obligation Bonds

Project Description: This is the last phase of the Bethany Home Outfall Channel Project with the Flood Control District of Maricopa County. The portions of the outfall channel between the Loop 101 and 83rd Avenue are complete and the storm drain piping between 83rd and 75th Avenues along the Grand Canal are also complete. This phase will complete the storm drain in Camelback Road from 75th to 59th Avenues.

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

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

*** New Project**

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

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PROJECT DETAIL: 2180-Flood Control Construction — Category: 20%

Project: 79001 - Bethany Home SD, 58th - 51st (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain along Bethany Home Road between 51st and 58th Avenues including mainline pipe, catch basins and appurtenances. The need for this project was identified in the Maryvale Area Drainage Management Plan that the County Flood District developed.

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

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

Project: 79007 - Greenway SD, 59th - 67th (N) **Funding Source:** General Obligation Bonds

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

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

Operating Description: No additional O and M is needed.

*** New Project**

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

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PROJECT DETAIL: 2180-Flood Control Construction — Category: 20%

Project: 79013 - Bethany Home SD, 79th-67th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct storm drain pipe, inlets, and other appurtenances in Bethany Home Road from 79th Avenue to 67th Avenue.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$600,000
Construction	$0	$0	$0	$0	$0	$0	$9,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$40,500
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$90,000
Contingency	$0	$0	$0	$0	$0	$0	$785,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$10,608,840**

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

Project: T2910 - Bethany Home SD, 67th-58th (N) **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Bethany Home Road from 67th to 58th Avenues. Construction costs are to be shared with Maricopa County Flood Control District (50%) per an existing intergovernmental agreement. The project will include storm drain pipe, catch basins, and appurtenances.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,200,000
Construction	$0	$0	$0	$0	$0	$0	$6,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$161,209
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$60,000
Contingency	$0	$0	$0	$0	$0	$0	$597,070
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$110,875
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,221,654**

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

*** New Project**

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

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PROJECT DETAIL: 2180-Flood Control Construction — Category: 20%

Project: **T2940 - Greenway SD, 51st-59th (N)** **Funding Source:** General Obligation Bonds

Project Description: Construct a storm drain in Greenway Road between 51st and 59th Avenues to include mainline piping, catch basins, and appurtenances.

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

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

Project: **T2945* - 59th Ave & Thunderbird Rd SD (N)** **Funding Source:** General Obligation Bonds

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

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

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

*** New Project**

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

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DEVELOPMENT IMPACT FEE FUNDS

Impact fees are one-time charges to developers that are used to offset a city's capital costs resulting from new development. Developers pay development impact fees when they construct new residential and commercial developments. These fees are designed to cover a city's increased costs for providing new or expanded infrastructure in the following categories: roadway improvements, open space and trails, parks, libraries, police, fire, general government, solid waste services and water/sewer. In this section you will find separate DIF fund summaries for each of these categories with the exception of solid waste services and water/sewer which are included in the Enterprise/Other Fund section of the *Capital Improvement Plan*.

Planning and zoning information, such as anticipated population growth and expected density of residential and commercial development, is the foundation for impact fee revenue estimates. Given this information, the city then estimates the amount of impact fee revenue available to pay for growth-related capital projects.

In normal economic conditions a number of DIF funded projects would be included in the capital plan to supplement the growth related portion of projects funded with other resources. However with the drastic decline in secondary assessed value, most G. O. bond funded projects have either been removed or deferred to the last five years of the plan. Since DIF revenue alone often is not sufficient to fund 100% of the cost of growth-related projects, the current plan is to evaluate options over the next year as staff continues to identify appropriate uses for DIF revenue.

Late in FY 2011 Senate Bill 1525 was signed into law. The new law changes how development impact fees will be administered and on how DIF revenue can be used. For example cities cannot assess impact fees for general government or solid waste capital facilities. Under the new law municipalities were required to have a new fee structure incorporated with an effective date of January 1, 2012 that took into account the restrictions. Staff used the most recent DIF study adopted by Council as a basis for calculating the new fees. Funding from each DIF category is set aside in FY 2013 for a new study to be prepared that will incorporate the new DIF framework by August 1, 2014 as required by the law. The new law allows funding accumulated prior to January 1, 2012 to be used for any project that was eligible under the guidelines of the previous law until January 1, 2020. All FY 2013 and FY 2014 projects utilize funds accumulated before January 1, 2012.

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

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ROADWAY IMPROVEMENTS
DIF FUND

This category includes development impact fees paid by developers for roadway improvements that are needed because of new residential and commercial developments within city limits.

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

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

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

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

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

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$1,799,759**	**$769,862**	**$893,333**	**$926,537**	**$985,256**	**$1,020,366**
Revenue							
Development Impact Fees		221,284	223,497	225,732	227,989	227,989	1,128,658
Interest Income		5,741	2,874	2,380	2,230	2,029	11,433
Total Revenue:		227,025	226,371	228,112	230,219	230,017	1,140,091
Operating Expenses							
Transfer Out		1,000,000	0	0	0	0	0
Total Operating Expenses:		1,000,000	0	0	0	0	0
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Improvement of Existing Assets							
67802 Dev. Agree. - Arterials	65,110	0	0	0	0	0	0
Replacement of Existing Assets							
67809 DIF Update	0	22,064	0	23,408	0	23,408	51,178
Sub-Total - Existing Assets	*65,110*	*22,064*	*0*	*23,408*	*0*	*23,408*	*51,178*
New Assets							
67803 Dev. Agree. - Signals	66,848	102,900	102,900	171,500	171,500	171,500	857,500
Sub-Total - New Assets	*66,848*	*102,900*	*102,900*	*171,500*	*171,500*	*171,500*	*857,500*
Total Project Expenses:	131,958	124,964	102,900	194,908	171,500	194,908	908,678
Total FY 2013 Funding:		256,922					
Estimated Ending Balance:		**$769,862**	**$893,333**	**$926,537**	**$985,256**	**$1,020,366**	**$1,251,778**

PROJECT DETAIL: 1600-DIF-Roadway Improvements — Category: DIF

Project: **67802 - Dev. Agree. - Arterials (I)** **Funding Source:** Development Impact Fees

Project Description: This program is to fund partial street improvements agreed to in development agreements for Arterial streets as an incentive to the developer. Some of the improvements could include pavement widening, curb and gutter, sidewalks, landscaping, and street lights to accommodate growth.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$65,110	$0	$0	$0	$0	$0	$0
TOTAL	**$65,110**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

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

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PROJECT DETAIL: 1600-DIF-Roadway Improvements — Category: DIF

Project: 67809 - DIF Update (R) **Funding Source:** Development Impact Fees

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

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

Operating Description: No additional O and M is needed.

Project: 67803 - Dev. Agree. - Signals (N) **Funding Source:** Development Impact Fees

Project Description: Fees charged to developers are used to improve intersections that have experienced increased vehicular traffic generated by new development. This project provides for the installation or upgrades of traffic signals and Intelligent Transportation Systems equipment at various locations throughout the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$3,611	$3,611	$6,018	$6,018	$6,018	$30,088
Design	$0	$6,319	$6,319	$10,531	$10,531	$10,531	$52,654
Construction	$66,848	$82,538	$82,538	$137,563	$137,563	$137,563	$687,814
Engineering Charges	$0	$2,804	$2,804	$4,674	$4,674	$4,674	$23,370
Arts	$0	$825	$825	$1,376	$1,376	$1,376	$6,878
Contingency	$0	$6,803	$6,803	$11,338	$11,338	$11,338	$56,696
TOTAL	**$66,848**	**$102,900**	**$102,900**	**$171,500**	**$171,500**	**$171,500**	**$857,500**

Operating Description: O and M costs are for the electricity and maintenance of new traffic signal installations. A supplemental budget request will be made as new equipment is added to the system.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	$11,457	$11,801	$12,155	$12,519	$12,895	$70,515
Equip. Maint.	$5,729	$5,901	$6,078	$6,260	$6,448	$35,261
TOTAL	**$17,186**	**$17,702**	**$18,233**	**$18,779**	**$19,343**	**$105,776**

*** New Project**

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

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OPEN SPACE
DIF FUND

This category includes development impact fees paid by developers for new or expanded infrastructure related to open space and multiuse trails that are needed as a result of new residential developments within city limits.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. Open Space is no longer an eligible category under the new DIF legislation; funds accumulated through January 1, 2011 will need to be utilized prior to January 1, 2020.

Currently, carryover funding will be used for trail/walkway improvements to accommodate increased use by residents from new and/or growing residential developments citywide. Funding also is available for similar improvements specifically for Discovery and Pasadena Parks.

Project Name: Discovery Park
Source: DIF
Fund #: 1520
Project #: 70453

Project Name: Pasadena Park
Source: DIF
Fund #: 1520
Project #: 70454

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FUND SUMMARY: 1520-DIF-Citywide Open Space — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$503,249**	**$243,129**	**$200,169**	**$157,005**	**$157,819**	**$158,635**
Revenue							
Interest Income		1,569	1,040	836	814	816	3,058
Total Revenue:		1,569	1,040	836	814	816	3,058
Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
70452 Park Improvements - City Wide	33,128	0	0	0	0	0	0
70453 Discovery Park	113,965	21,000	21,000	21,000	0	0	35,000
70454 Pasadena Park	68,380	23,000	23,000	23,000	0	0	45,000
Replacement of Existing Assets							
70450 DIF Update	0	2,216	0	0	0	0	0
Sub-Total - Existing Assets	*215,473*	*46,216*	*44,000*	*44,000*	*0*	*0*	*80,000*
Total Project Expenses:	215,473	46,216	44,000	44,000	0	0	80,000
Total FY 2013 Funding:		261,689					
Estimated Ending Balance:		**$243,129**	**$200,169**	**$157,005**	**$157,819**	**$158,635**	**$81,693**

PROJECT DETAIL: 1520-DIF-Citywide Open Space — Category: DIF

Project: **70452 - Park Improvements - City Wide (I)** **Funding Source:** Development Impact Fees

Project Description: Develop and update parks citywide to accommodate growth per the current Parks and Recreation Master Plan. Funding will be used to develop facilities and parks to accommodate increased use by residents from new or growing residential developments. Examples of improvements may include playgrounds, ball fields, ramadas, etc.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$33,128	$0	$0	$0	$0	$0	$0
TOTAL	**$33,128**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

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

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PROJECT DETAIL: 1520-DIF-Citywide Open Space — Category: DIF

Project: 70453 - Discovery Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to open space. Likely improvements include additional trails in the park and trail connections to the adjacent neighborhoods. Other improvements may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$98,070	$18,071	$18,071	$18,071	$0	$0	$30,118
Engineering Charges	$6,474	$1,193	$1,193	$1,193	$0	$0	$1,988
Arts	$982	$181	$181	$181	$0	$0	$301
Contingency	$8,439	$1,555	$1,555	$1,555	$0	$0	$2,593
TOTAL	**$113,965**	**$21,000**	**$21,000**	**$21,000**	**$0**	**$0**	**$35,000**

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

Project: 70454 - Pasadena Park (I) **Funding Source:** Development Impact Fees

Project Description: This project will create new amenities and infrastructure related to open space. The most likely improvement includes connections to adjacent sidewalks in the park and trail connections to the current and future neighborhoods. Other improvements or additions may include picnic ramadas, shaded rest areas, drinking fountains, enhanced open play areas, playground or exercise equipment, and other trail amenities and site improvements that address growth within the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$58,842	$19,792	$19,792	$19,792	$0	$0	$38,724
Engineering Charges	$3,883	$1,306	$1,306	$1,306	$0	$0	$2,556
Arts	$589	$198	$198	$198	$0	$0	$387
Contingency	$5,066	$1,704	$1,704	$1,704	$0	$0	$3,333
TOTAL	**$68,380**	**$23,000**	**$23,000**	**$23,000**	**$0**	**$0**	**$45,000**

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

Project: 70450 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the citywide open space and trails portion of the DIF study.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,216	$0	$0	$0	$0	$0
TOTAL	**$0**	**$2,216**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

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

PARKS & RECREATION
DIF FUNDS

This category includes development impact fees paid by developers for new or expanded park infrastructure that is needed because of new residential developments within city limits.

The majority of park impact fee revenue is restricted for use in specific areas, as defined below:

- DIF Citywide Parks: Eligible for use citywide.
- DIF Citywide Rec Fac: Eligible for use citywide on recreation facilities.
- DIF Parks Dev Zone 1: Restricted to areas west of 75th Avenue, south of Greenway Road.
- DIF Parks Dev Zone 2: Restricted to areas east of 75th Avenue, south of Greenway Road.
- DIF Parks Dev Zone 3: Restricted to areas north of Greenway Road.

Continuing through FY 2019, the existing funds in the DIF-Citywide Recreation Facility Fund will cover a portion of the debt service payments attributed to growth for the Foothills Recreation and Aquatic Center.

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

Also in FY 2013, carryover funding will be used for: the completion of a neighborhood, joint-use park at 79th Avenue and Orangewood to serve residents within a one-mile radius per the Park's 2002 Master Plan in Zone 1; growth related improvements to Paseo Linear Park in Zone 2; and the addition of kiosks at Thunderbird Conservation Park in Zone 3.

Project Name: Thunderbird Park Kiosks
Source: DIF
Fund #: 1580
Project #: 73704

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FUND SUMMARY: 1460-DIF-Citywide Parks — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$250,184**	**$292,989**	**$338,666**	**$382,518**	**$429,454**	**$474,145**
Revenue							
Development Impact Fees		44,096	44,537	44,982	45,432	45,432	224,912
Interest Income		925	1,140	1,220	1,504	1,608	9,556
Total Revenue:		45,021	45,677	46,202	46,936	47,040	234,468
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Replacement of Existing Assets							
72502 DIF Update	0	2,216	0	2,350	0	2,350	5,140
Sub-Total - Existing Assets	*0*	*2,216*	*0*	*2,350*	*0*	*2,350*	*5,140*
Total Project Expenses:	0	2,216	0	2,350	0	2,350	5,140
Total FY 2013 Funding:		2,216					
Estimated Ending Balance:		**$292,989**	**$338,666**	**$382,518**	**$429,454**	**$474,145**	**$703,473**

PROJECT DETAIL: 1460-DIF-Citywide Parks — Category: DIF

Project: **72502 - DIF Update (R)** **Funding Source:** Development Impact Fees

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$2,350	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$2,350**	**$5,140**

Operating Description: No additional O and M is needed.

*** New Project**

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

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FUND SUMMARY: 1480-DIF-Citywide Rec Facility — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$1,209,998**	**$1,047,929**	**$887,418**	**$723,699**	**$560,950**	**$606,393**
Revenue							
Development Impact Fees		44,096	44,537	44,982	45,432	45,432	224,912
Interest Income		4,568	4,248	3,362	2,794	2,361	13,323
Total Revenue:		48,664	48,785	48,344	48,226	47,793	238,235
Operating Expenses							
Transfer Out		208,517	209,296	209,713	210,975	0	0
Total Operating Expenses:		208,517	209,296	209,713	210,975	0	0
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Replacement of Existing Assets							
72801 DIF Update	0	2,216	0	2,350	0	2,350	5,140
Sub-Total - Existing Assets	*0*	*2,216*	*0*	*2,350*	*0*	*2,350*	*5,140*
Total Project Expenses:	0	2,216	0	2,350	0	2,350	5,140
Total FY 2013 Funding:		2,216					
Estimated Ending Balance:		**$1,047,929**	**$887,418**	**$723,699**	**$560,950**	**$606,393**	**$839,487**

PROJECT DETAIL: 1480-DIF-Citywide Rec Facility — Category: DIF

Project: **72801 - DIF Update (R)** **Funding Source:** Development Impact Fees

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$2,350	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$2,350**	**$5,140**

Operating Description: No additional O and M is needed.

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

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FUND SUMMARY: 1540-DIF-Park Dev Zone 1 — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$136,840**	**$115,525**	**$136,263**	**$154,888**	**$176,185**	**$195,176**
Revenue							
Development Impact Fees		20,064	20,265	20,467	20,672	20,672	102,336
Interest Income		469	474	508	625	669	3,991
Total Revenue:		20,533	20,738	20,975	21,297	21,341	106,328
Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
73104 79th Ave & Orangewood	39,632	0	0	0	0	0	0
Replacement of Existing Assets							
73102 DIF Update	0	2,216	0	2,350	0	2,350	5,140
Sub-Total - Existing Assets	*39,632*	*2,216*	*0*	*2,350*	*0*	*2,350*	*5,140*
Total Project Expenses:	39,632	2,216	0	2,350	0	2,350	5,140
Total FY 2013 Funding:		41,848					
Estimated Ending Balance:		**$115,525**	**$136,263**	**$154,888**	**$176,185**	**$195,176**	**$296,364**

PROJECT DETAIL: 1540-DIF-Park Dev Zone 1 — Category: DIF

Project: 73104 - 79th Ave & Orangewood (I) **Funding Source:** Development Impact Fees

Project Description: Final phase for development of a 10-acre joint-use neighborhood park that will include pathway, park lighting, ramadas, landscape and irrigation. Additional funding to support this project is included in park project 2060-70523. The school and the joint-use park were constructed to address the growth in the area and the increasing student enrollment in the neighboring schools in the Glendale Elementary School District. The service area around this joint-use park is without a neighborhood ramada and concrete walkways. The ramada, concrete pathway, and surrounding ground stabilization are the highest priorities.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$39,632	$0	$0	$0	$0	$0	$0
TOTAL	**$39,632**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project. Ramada cleaning would simply be incorporated into the park maintenance routine.

Project: 73102 - DIF Update (R) **Funding Source:** Development Impact Fees

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$2,350	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$2,350**	**$5,140**

Operating Description: No additional O and M is needed.

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

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FUND SUMMARY: 1560-DIF-Park Dev Zone 2 — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$186,550**	**$60,343**	**$69,303**	**$81,659**	**$96,568**	**$109,149**
Revenue							
Development Impact Fees		14,212	14,354	14,498	14,643	14,643	72,488
Interest Income		464	206	208	267	288	1,748
Total Revenue:		14,676	14,560	14,705	14,909	14,931	74,237
Project Expenses	Carryover	New Funding					
Existing Assets							
Improvement of Existing Assets							
73400 Park Improvements/Enhance	105,506	0	0	0	0	0	0
73404 Paseo Linear Park Additions	27,561	5,600	5,600	0	0	0	0
Replacement of Existing Assets							
73403 DIF Update	0	2,216	0	2,350	0	2,350	5,140
Sub-Total - Existing Assets	*133,067*	*7,816*	*5,600*	*2,350*	*0*	*2,350*	*5,140*
Total Project Expenses:	133,067	7,816	5,600	2,350	0	2,350	5,140
Total FY 2013 Funding:		140,883					
Estimated Ending Balance:		**$60,343**	**$69,303**	**$81,659**	**$96,568**	**$109,149**	**$178,246**

PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 — Category: DIF

Project: 73400 - Park Improvements/Enhance (I) **Funding Source:** Development Impact Fees

Project Description: The Parks and Recreation Department Master Plan identifies action strategies to develop, enhance and improve parks between Greenway Road and Olive Avenue, and 51st Avenue and 73rd Avenue, that have been impacted by community growth. Increased bicycle and general user traffic is creating the need for additional shade and rest nodes along the 4 mile trail system as well as repairs to the asphalt trail surface system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$105,506	$0	$0	$0	$0	$0	$0
TOTAL	**$105,506**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for these projects.

Project: 73404 - Paseo Linear Park Additions (I) **Funding Source:** Development Impact Fees

Project Description: Additional amenities consist of accommodating community growth by adding active recreation elements, such as playground equipment, shade structures or exercise equipment stations into Paseo Linear Park.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Contingency	$0	$415	$415	$0	$0	$0	$0
Miscellaneous/Other	$27,561	$5,185	$5,185	$0	$0	$0	$0
TOTAL	**$27,561**	**$5,600**	**$5,600**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for these projects.

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

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PROJECT DETAIL: 1560-DIF-Park Dev Zone 2 — Category: DIF

Project: **73403 - DIF Update (R)** **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the neighborhood parks zone 2 portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$2,350	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$2,350**	**$5,140**

Operating Description: No additional O and M is needed.

*** New Project**

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

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FUND SUMMARY: 1580-DIF-Park Dev Zone 3 — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$50,750**	**$19,501**	**$21,100**	**$26,425**	**$34,177**	**$39,579**
Revenue							
Development Impact Fees		7,524	7,599	7,675	7,752	7,752	38,376
Interest Income		138	0	0	0	0	0
Total Revenue:		7,662	7,599	7,675	7,752	7,752	38,376
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Improvement of Existing Assets							
73704 Thunderbird Park Kiosks	31,395	5,300	6,000	0	0	0	0
Replacement of Existing Assets							
73702 DIF Update	0	2,216	0	2,350	0	2,350	5,140
Sub-Total - Existing Assets	*31,395*	*7,516*	*6,000*	*2,350*	*0*	*2,350*	*5,140*
Total Project Expenses:	31,395	7,516	6,000	2,350	0	2,350	5,140
Total FY 2013 Funding:		38,911					
Estimated Ending Balance:		**$19,501**	**$21,100**	**$26,425**	**$34,177**	**$39,579**	**$72,816**

PROJECT DETAIL: 1580-DIF-Park Dev Zone 3 — Category: DIF

Project: 73704 - Thunderbird Park Kiosks (I) **Funding Source:** Development Impact Fees

Project Description: Increased usage of Thunderbird Conservation Park due to growth is requiring the construction of trail head informational kiosks in the park. Kiosks will provide trail users with information about wildlife in the park, maintenance notifications and trail lengths/difficulty/elevations.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Contingency	$1,481	$393	$444	$0	$0	$0	$0
Miscellaneous/Other	$29,914	$4,907	$5,556	$0	$0	$0	$0
TOTAL	**$31,395**	**$5,300**	**$6,000**	**$0**	**$0**	**$0**	**$0**

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

Project: 73702 - DIF Update (R) **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. Funding in the following years are needed to update the study biennially. This is the neighborhood parks zone 3 portion of the DIF study and updates.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,216	$0	$2,350	$0	$2,350	$5,140
TOTAL	**$0**	**$2,216**	**$0**	**$2,350**	**$0**	**$2,350**	**$5,140**

Operating Description: No additional O and M is needed.

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

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LIBRARY
DIF FUNDS

This category includes development impact fees paid by developers for new or expanded library infrastructure that is needed due to new residential developments within city limits.

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

Impact fees collected prior to January 1, 2011 will continue to fund additional library material needed to meet residential growth. New restrictions prohibit the use of impact fees collected on or after this date for library materials. A portion of the design and construction of a new branch library in the western area of Glendale, which is now planned for the last five years of the capital plan, will be covered with development impact fee revenue.

Project Name: Library Books – Pop. Growth
Funding Source: DIF
Fund #: 1500
Project #: 74751

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FUND SUMMARY: 1380-DIF-Library Buildings — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$1,739,461**	**$1,746,584**	**$1,754,594**	**$1,762,623**	**$1,771,551**	**$1,780,502**
Revenue							
Interest Income		7,123	8,010	8,029	8,928	8,951	24,591
Total Revenue:		7,123	8,010	8,029	8,928	8,951	24,591
Project Expenses	Carryover / New Funding						
New Assets							
74250 West Branch Library	0 / 0	0	0	0	0	0	1,609,288
Sub-Total - New Assets	*0 / 0*	*0*	*0*	*0*	*0*	*0*	*1,609,288*
Total Project Expenses:	0 / 0	0	0	0	0	0	1,609,288
Total FY 2013 Funding:		0					
Estimated Ending Balance:		**$1,746,584**	**$1,754,594**	**$1,762,623**	**$1,771,551**	**$1,780,502**	**$195,805**

PROJECT DETAIL: 1380-DIF-Library Buildings — Category: DIF

Project: **74250 - West Branch Library (N)** **Funding Source:** Development Impact Fees

Project Description:

This request is for funding to construct and furnish a branch library to serve the western portion of the city. This includes the design and construction of a 33,500 sq ft facility on approximately 7 acres of land at the Western Area Regional Facility site at 83rd Avenue and Bethany Home Road. This project is being funded by a combination of Library Bonds and Development Impact Fees from projects 2160-74000 and 1500-74750. The total project cost is estimated at $26,592,494 in FY 2018. A total of $23,029,715 in general obligation bonds will be needed for this project with the remaining cost covered by DIF. The design of the building was completed in 2009, and was paid from DIF Account 1380-74250. By 2018, it is anticipated that considerable redesign will be necessary.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,313,132
Construction	$0	$0	$0	$0	$0	$0	$284,032
Engineering Charges	$0	$0	$0	$0	$0	$0	$9,284
Arts	$0	$0	$0	$0	$0	$0	$2,840
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,609,288**

Operating Description:

Refer to Library Project No. 2160-74000 for O and M impact.

*** New Project**

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

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FUND SUMMARY: 1500-DIF-Libraries — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$3,150,542**	**$3,033,756**	**$2,931,871**	**$2,816,014**	**$2,715,721**	**$2,599,921**
Revenue							
Development Impact Fees		84,376	85,220	86,072	86,933	86,933	430,360
Interest Income		12,103	12,895	12,144	12,775	11,971	29,507
Total Revenue:		96,479	98,115	98,216	99,707	98,903	459,867
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Replacement of Existing Assets							
74752 DIF Update	0	13,265	0	14,073	0	14,703	30,769
Sub-Total - Existing Assets	*0*	*13,265*	*0*	*14,073*	*0*	*14,703*	*30,769*
New Assets							
74750 West Branch Library/Books	0	0	0	0	0	0	1,953,490
74751 Library Books - Pop. Growth	0	200,000	200,000	200,000	200,000	200,000	500,000
Sub-Total - New Assets	*0*	*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	*2,453,490*
Total Project Expenses:	0	213,265	200,000	214,073	200,000	214,703	2,484,259
Total FY 2013 Funding:		213,265					
Estimated Ending Balance:		**$3,033,756**	**$2,931,871**	**$2,816,014**	**$2,715,721**	**$2,599,921**	**$575,529**

PROJECT DETAIL: 1500-DIF-Libraries — Category: DIF

Project: **74752 - DIF Update (R)** **Funding Source:** Development Impact Fees

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$13,265	$0	$14,073	$0	$14,703	$30,769
TOTAL	**$0**	**$13,265**	**$0**	**$14,073**	**$0**	**$14,703**	**$30,769**

Operating Description: No additional O and M is needed.

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

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PROJECT DETAIL: 1500-DIF-Libraries — Category: DIF

Project: **74750 - West Branch Library/Books (N)** **Funding Source:** Development Impact Fees

Project Description: This request is for funding to construct and furnish a branch library to serve the western portion of the city. This includes the design and construction of a 33,500 sq ft facility on approximately 7 acres of land at the Western Area Regional Facility site at 83rd Avenue and Bethany Home Road. This project is being funded by a combination of Library Bonds and Development Impact Fees from projects 1380-74250 and 2160-74000. The total project cost is estimated at $26,592,494 in FY 2018. A total of $23,029,715 in general obligation bonds will be needed for this project with the remaining cost covered by DIF. The design of the building was completed in 2009, and was paid from DIF Account 1380-74250. By 2018, it is anticipated that considerable redesign will be necessary.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$334,606
Construction	$0	$0	$0	$0	$0	$0	$1,532,703
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$60,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$10,854
Arts	$0	$0	$0	$0	$0	$0	$15,327
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,953,490**

Operating Description: Refer to Library Project No. 2160-74000 for O and M impact.

Project: **74751 - Library Books - Pop. Growth (N)** **Funding Source:** Development Impact Fees

Project Description: Request is for funds to continue the phased-in approach of increasing the number of library material at the three Glendale libraries, related to the growth of the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$200,000	$200,000	$200,000	$200,000	$200,000	$500,000
TOTAL	**$0**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$500,000**

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

*** New Project**

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

PUBLIC SAFETY
DIF FUNDS

This category includes development impact fees paid by developers for new or expanded public safety infrastructure that is needed because of new residential and commercial developments within city limits.

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

FY 2011 was the last year that the Police and Fire DIF funds contributed to the debt service payments for the growth related aspect of the Gateway Public Safety Facility at 6261 North 83rd Avenue in the western area of Glendale. Currently there are no capital projects planned that utilize DIF revenue; potential eligible uses of the remaining fund balance will be evaluated over the next FY.

Debt Service: Gateway Public Safety Facility
Funding Source: DIF
Fund #'s: 1420 & 1440

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FUND SUMMARY: 1440-DIF-Police Dept Facilities — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$1,180,094**	**$1,236,886**	**$1,305,935**	**$1,364,141**	**$1,435,378**	**$1,495,161**
Revenue							
Development Impact Fees		63,886	64,525	65,170	65,822	65,822	325,851
Interest Income		3,825	4,524	4,620	5,415	5,545	29,524
Total Revenue:		67,711	69,049	69,790	71,237	71,367	355,375
Project Expenses	**Carryover**	**New Funding**					
Existing Assets							
Replacement of Existing Assets							
77300 DIF Update	0	10,919	0	11,584	0	11,584	25,329
Sub-Total - Existing Assets	*0*	*10,919*	*0*	*11,584*	*0*	*11,584*	*25,329*
Total Project Expenses:	0	10,919	0	11,584	0	11,584	25,329
Total FY 2013 Funding:		10,919					
Estimated Ending Balance:		**$1,236,886**	**$1,305,935**	**$1,364,141**	**$1,435,378**	**$1,495,161**	**$1,825,207**

PROJECT DETAIL: 1440-DIF-Police Dept Facilities — Category: DIF

Project: **77300 - DIF Update (R)** **Funding Source:** Development Impact Fees

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$10,919	$0	$11,584	$0	$11,584	$25,329
TOTAL	**$0**	**$10,919**	**$0**	**$11,584**	**$0**	**$11,584**	**$25,329**

Operating Description: No additional O and M is needed.

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

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FUND SUMMARY: 1420-DIF-Fire Protection Facilities — Category: DIF

			FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:			**$58,078**	**$129,121**	**$212,371**	**$284,242**	**$369,266**	**$442,274**
Revenue								
Development Impact Fees			81,867	82,686	83,513	84,348	84,348	417,564
Interest Income			656	564	538	676	839	6,591
Total Revenue:			82,523	83,250	84,051	85,024	85,187	424,155
Project Expenses	**Carryover**	**New Funding**						
Existing Assets								
Replacement of Existing Assets								
77001 DIF Update	0	11,480	0	12,179	0	12,179	26,627
Sub-Total - Existing Assets	*0*	*11,480*	*0*	*12,179*	*0*	*12,179*	*26,627*
Total Project Expenses:	0	11,480	0	12,179	0	12,179	26,627
Total FY 2013 Funding:		11,480					
Estimated Ending Balance:			**$129,121**	**$212,371**	**$284,242**	**$369,266**	**$442,274**	**$839,802**

PROJECT DETAIL: 1420-DIF-Fire Protection Facilities — Category: DIF

Project: **77001 - DIF Update (R)** **Funding Source:** Development Impact Fees

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

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$11,480	$0	$12,179	$0	$12,179	$26,627
TOTAL	**$0**	**$11,480**	**$0**	**$12,179**	**$0**	**$12,179**	**$26,627**

Operating Description: No additional O and M is needed.

*** New Project**

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

GENERAL GOVERNMENT
DIF FUND

This category includes development impact fees paid by developers for new or expanded general government infrastructure that are needed because of new residential and commercial developments within city limits.

Funding is set aside in FY 2013 for a DIF study to be completed that will incorporate new guidelines set forth by State Bill 1525. General Government is no longer an eligible category under the new DIF legislation; funds accumulated through January 1, 2011 will need to be utilized prior to January 1, 2020. Currently there are no capital projects planned that utilize DIF revenue; potential eligible uses of the remaining fund balance will be evaluated over the next FY.

Project Name: Land for City Court Building
Funding Source: DIF
Fund #: 1620
Project #: 77752
Note: The last lease purchase payment was in FY 2010.

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FUND SUMMARY: 1620-DIF-General Government — Category: DIF

		FY 2013:	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Estimated Beginning Balance:		**$181,737**	**$169,681**	**$170,483**	**$171,287**	**$172,179**	**$173,073**
Revenue							
Interest Income		743	802	804	892	894	4,481
Total Revenue:		743	802	804	892	894	4,481
Project Expenses	Carryover	New Funding					
Existing Assets							
Replacement of Existing Assets							
77753 DIF Update	0	12,799	0	0	0	0	0
Sub-Total - Existing Assets	*0*	*12,799*	*0*	*0*	*0*	*0*	*0*
Total Project Expenses:	0	12,799	0	0	0	0	0
Total FY 2013 Funding:		12,799					
Estimated Ending Balance:		**$169,681**	**$170,483**	**$171,287**	**$172,179**	**$173,073**	**$177,553**

PROJECT DETAIL: 1620-DIF-General Government — Category: DIF

Project: **77753 - DIF Update (R)** **Funding Source:** Development Impact Fees

Project Description: Funding in FY 2013 is for an updated DIF study to comply with new legislation. The new fees are required to be implemented by July 1, 2014. The city will no longer receive DIF revenue since General Government is no longer eligible under the new legislation.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$12,799	$0	$0	$0	$0	$0
TOTAL	**$0**	**$12,799**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

*** New Project**

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

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ENTERPRISE AND OTHER FUNDS

This category of funds captures the capital expenses for the enterprise funds (water/sewer, landfill and sanitation), the designated sales tax fund for the GO transportation capital program, the fund designated for transportation capital grants from federal, the HURF bond fund, state and county government agencies, and a few other funds set up for specific purposes such as airport, Camelback Ranch and Glendale Civic Center capital needs.

The General Fund represents the city's pay-as-you-go program (PAYGO). The Technology Infrastructure Fund was established to address the capital needs of major technology systems that are critical to city operations such as the PeopleSoft financial management system. Both the PAYGO and Technology Infrastructure Fund are funded with GF operating dollars.

The Arts Commission Fund represents the program funded by the one percent for the arts program that the city administers. One percent of the construction costs of each capital project are allocated for this program.

Glendale Public Safety Memorial

Note: Because these funds include both operating divisions and CIP projects, the fund summaries are limited to the project expenses only.

Fund # - Name	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
2360 - Water & Sewer	7,424,962	3,368,453	9,292,667	3,835,090	3,172,927	2,387,788	29,835,837
2400 - Water	6,763,884	4,863,030	7,694,660	3,501,200	6,001,200	9,345,653	70,525,423
2420 - Sewer	4,175,034	5,345,950	3,213,364	9,054,745	12,573,014	9,052,581	54,280,076
2210 - Transportation Construction	26,181,132	8,721,725	8,578,438	8,539,427	3,905,665	3,265,700	60,289,524
2000 - HURF/Street Bonds	0	0	0	0	0	0	12,076,659
1340 - HURF/Streets Fund	0	0	0	0	0	0	290,000
1650 - Transportation Grants	5,479,235	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
2480 - Sanitation	0	1,280,000	2,622,200	3,068,000	3,778,990	4,289,069	10,469,365
2440 - Landfill	545,175	2,224,373	1,116,101	14,361,820	14,026,406	1,434,360	9,377,115
2120 - Airport Capital Grants	15,888,604	150,638	438,750	450,000	6,669,600	8,190,000	0
1840 - Other Federal & State Grants	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
1000 - General Fund	0	465,300	50,000	50,000	50,000	50,000	800,071
1283 - Camelback Ranch Events	10,732	247,474	0	0	0	0	0
1740 - Civic Center	200,000	50,000	50,000	50,000	50,000	50,000	4,145,734
2150 - Technology Infrastructure	0	0	0	0	0	0	29,865,625
1220 - Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
Total Enterprise/Other Funds	**$66,668,758**	**$30,866,943**	**$37,206,180**	**$47,060,282**	**$54,377,802**	**$42,215,151**	**$302,705,429**

WATER & SEWER
ENTERPRISE FUNDS

Water and sewer capital projects account for the largest portion of the current capital improvement plan. These projects will be funded from water/sewer fund revenues. The FY 2013-2022 budget reflects recommendations from the Red Oak rate study completed in 2012.

The combined Water/Sewer Fund (2360) reflects continued and new funding in FY 2013 for upgrades at the Arrowhead Water Reclamation Facility to ensure regulatory requirements are met.

FY 2013 for the Water Fund (2400) reflects carryover funding for the Zone 4 Groundwater Treatment Plant that will provide capacity of 10 million gallons per day (MGD) for the drinking water system. FY 2013 also includes funding for citywide water line replacement where needed and part ownership of a New River/Agua Fria underground storage facility which provides additional recharge capacity for the city.

In FY 2013, the Sewer Fund (2420) projects include carryover and new funding for sewer line replacement and/or rehabilitation, as well as new funding for the continued expansion of the 91st Avenue Wastewater Treatment Plan co-owned by the City of Phoenix and other valley cities. This project will expand the facility's treatment capacity from 153 MGD to 250 MGD.

Project Name: Oasis Water Campus
Funding Source: Revenue Bond
Fund #: 2400
Project #: 61003

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

FUND SUMMARY: 2360-Water & Sewer — Category: Revenue

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
60007 Arrwhd Wtr Reclam Fac Imps	6,991,104	2,968,453	7,372,726	3,835,090	1,741,227	1,808,151	18,439,099
Replacement of Existing Assets							
60001 Water Quality Instruments	0	100,000	0	0	350,000	0	335,000
60009 West Area WRF Service Wtr Sys.	149,594	0	0	0	0	0	0
60010 Lab Data Management System	0	300,000	0	0	0	0	0
T2270 WAWRF Fine Screen Replacement	0	0	752,950	0	0	0	0
T2280 WAWRF Odor Control Replacement	0	0	0	0	1,081,700	0	0
T2283 Computerized Maint. Mgmt Sys.	0	0	0	0	0	579,637	3,260,718
T2284 Radio Phase IV Equipment	0	0	848,720	0	0	0	983,000
Sub-Total - Existing Assets	*7,140,698*	*3,368,453*	*8,974,396*	*3,835,090*	*3,172,927*	*2,387,788*	*23,017,817*
New Assets							
60008 WAWRF Phase IV	284,264	0	318,271	0	0	0	6,818,020
Sub-Total - New Assets	*284,264*	*0*	*318,271*	*0*	*0*	*0*	*6,818,020*
Total Project Expenses:	**$7,424,962**	**$3,368,453**	**$9,292,667**	**$3,835,090**	**$3,172,927**	**$2,387,788**	**$29,835,837**
Total FY 2013 Funding:		**$10,793,415**					

PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: **60007 - Arrwhd Wtr Reclam Fac Imps (I)** **Funding Source:** Water & Sewer Revenues

Project Description: To ensure reliable and safe treatment of wastewater in the Arrowhead area and meet upcoming regulatory requirements, the treatment plant processes will be upgraded. This project will replace the aging sand filters and headworks at the Arrowhead Ranch Water Reclamation Facility. This project will also include civil, mechanical, and electrical improvements. These improvements will enable the plant to consistently meet the A+ effluent water quality requirements and help assure personnel safety by meeting Occupational Safety and Health Administration (OSHA) standards.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$707,448	$2,300,000	$1,055,000	$300,000	$320,000	$320,000	$3,200,000
Construction	$5,580,546	$350,000	$5,580,000	$3,100,000	$1,250,000	$1,300,000	$14,600,000
Finance Charges	$85,453	$39,750	$99,525	$51,000	$23,550	$24,300	$243,000
Engineering Charges	$57,021	$10,203	$25,545	$13,090	$6,045	$6,237	$68,530
Arts	$0	$3,500	$55,800	$31,000	$12,500	$13,000	$146,000
Contingency	$560,575	$265,000	$556,856	$340,000	$129,132	$144,614	$181,569
Miscellaneous/Other	$61	$0	$0	$0	$0	$0	$0
TOTAL	**$6,991,104**	**$2,968,453**	**$7,372,726**	**$3,835,090**	**$1,741,227**	**$1,808,151**	**$18,439,099**

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

*** New Project**

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

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PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: 60001 - Water Quality Instruments (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project reflects a replacement program for the major analytical instrumentation at the city's water quality laboratory. Highly sensitive and precise analytical instrumentation is required for the regulatory analysis of the city's water. FY 2013 funding is for replacement of an inductively coupled plasma instrument for metals analysis.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$0	$100,000	$0	$0	$350,000	$0	$335,000
TOTAL	$0	$100,000	$0	$0	$350,000	$0	$335,000

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

Project: 60009 - West Area WRF Service Wtr Sys. (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include replacement of the existing 2 inch galvanized water lines at the West Area Water Reclamation Facility. Numerous areas of the pipeline system have leaks indicating pipeline corrosion. Leaks currently have temporary repairs done by Utilities staff.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$131,594	$0	$0	$0	$0	$0	$0
Engineering Charges	$9,840	$0	$0	$0	$0	$0	$0
Arts	$820	$0	$0	$0	$0	$0	$0
Contingency	$7,340	$0	$0	$0	$0	$0	$0
TOTAL	$149,594	$0	$0	$0	$0	$0	$0

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

Project: 60010 - Lab Data Management System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Purchase of a new information management system to replace an outdated data system. The new information system will interface directly with laboratory instrumentation, integrate quality control processes, eliminate duplicate and manual data entry, and automate regulatory reporting.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	$0	$300,000	$0	$0	$0	$0	$0
TOTAL	$0	$300,000	$0	$0	$0	$0	$0

Operating Description: Additional O and M expenses are related to software license renewals/updates and system configuration hardware requirements. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$17,510	$18,035	$18,576	$19,134	$104,631
TOTAL	$0	$17,510	$18,035	$18,576	$19,134	$104,631

*** New Project**

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

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PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: **T2270 - WAWRF Fine Screen Replacement (R)** **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility (WAWRF) fine screens are mechanical devices that remove solid materials from the influent flows. These devices are subject to wear and tear and need to be replaced periodically.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$50,000	$0	$0	$0	$0
Construction	$0	$0	$580,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$29,400	$0	$0	$0	$0
Arts	$0	$0	$5,800	$0	$0	$0	$0
Contingency	$0	$0	$87,750	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$752,950**	**$0**	**$0**	**$0**	**$0**

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

Project: **T2280 - WAWRF Odor Control Replacement (R)** **Funding Source:** Water & Sewer Revenues

Project Description: The West Area Water Reclamation Facility odor control system is required to meet air quality regulatory standards and minimize or prevent odor complaints. Elements of the odor control system will require rehabilitation or replacement due to normal wear and tear.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$100,000	$0	$0
Construction	$0	$0	$0	$0	$839,000	$0	$0
Engineering Charges	$0	$0	$0	$0	$40,377	$0	$0
Arts	$0	$0	$0	$0	$8,390	$0	$0
Contingency	$0	$0	$0	$0	$93,933	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$1,081,700**	**$0**	**$0**

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

*** New Project**

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

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PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: **T2283 - Computerized Maint. Mgmt Sys. (R)** **Funding Source:** Water & Sewer Revenues

Project Description: A computerized maintenance management system (CMMS) will be used to track data regarding the operation and maintenance of the city's water and wastewater treatment, distribution and collection systems. This database system eliminates manual record keeping.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$15,000	$22,000
Construction	$0	$0	$0	$0	$0	$495,000	$2,800,000
Finance Charges	$0	$0	$0	$0	$0	$0	$45,300
Engineering Charges	$0	$0	$0	$0	$0	$9,435	$52,207
Arts	$0	$0	$0	$0	$0	$4,950	$28,000
Contingency	$0	$0	$0	$0	$0	$55,252	$313,211
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$579,637**	**$3,260,718**

Operating Description: New O and M costs are needed to support the new programs. A supplemental budget request will be submitted once the project is complete. The $40,000 is for two years of software maintenance.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$40,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$40,000**

Project: **T2284 - Radio Phase IV Equipment (R)** **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the replacement of the existing microwave radio equipment that is a critical component for the wide area networking of the Supervisory Control and Data Acquisition (SCADA) System. The microwave radio equipment installed under the Radio Phase III project has a supportable and operational life span of approximately five years.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$0	$0	$749,000	$0	$0	$0	$868,000
Engineering Charges	$0	$0	$26,964	$0	$0	$0	$31,248
Arts	$0	$0	$7,490	$0	$0	$0	$8,680
Contingency	$0	$0	$65,266	$0	$0	$0	$75,072
TOTAL	**$0**	**$0**	**$848,720**	**$0**	**$0**	**$0**	**$983,000**

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

*** New Project**

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

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PROJECT DETAIL: 2360-Water & Sewer — Category: Revenue

Project: **60008 - WAWRF Phase IV (N)** **Funding Source:** Water & Sewer Revenues

Project Description: The funding request for FY 2015 and beyond includes an engineering assessment, design and construction of treatment system improvements and capacity expansion to address the expected increase in wastewater flows from the developing areas along the Loop 101 and west area. The plant improvements and expansion were identified in the West Area Water Reclamation Facility Phase V Master Plan conducted by Damon S. Williams Associates (DSWA).

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$60,000	$0	$0	$0	$5,000,000
Construction	$256,728	$0	$220,000	$0	$0	$0	$1,500,000
Finance Charges	$0	$0	$0	$0	$0	$0	$100,000
Engineering Charges	$0	$0	$3,820	$0	$0	$0	$88,680
Arts	$2,567	$0	$2,200	$0	$0	$0	$15,000
Contingency	$24,969	$0	$32,251	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$114,340
TOTAL	**$284,264**	**$0**	**$318,271**	**$0**	**$0**	**$0**	**$6,818,020**

Operating Description: An expanded facility is estimated to require two new plant operators and one senior plant maintenance mechanic once construction nears completion. Other additional operating expenses are projected as a result of increases in supplies (chemicals) $200,000, (2) utilities of $300,000, and (3) equipment maintenance $66,000. No new telephones, PCs or vehicles will be required. A supplemental will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$865,692
Supplies/Contr	$0	$0	$0	$0	$0	$260,955
Utilities	$0	$0	$0	$0	$0	$391,432
Equip. Maint.	$0	$0	$0	$0	$0	$86,115
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,604,194**

*** New Project**

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

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FUND SUMMARY: 2400-Water — Category: Revenue

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
61023 Water System Security	112,169	0	0	0	0	0	3,009,012
61024 Cholla Water Plant Process Imp	400,000	0	500,000	0	0	0	0
61036 Zn4 Groundwater Trtment Plant	1,748,165	0	0	0	0	0	22,168,476
61045 Thunderbird Reservoir Misc. Im	180,000	0	0	0	0	0	0
61046 SRP Well Imp	280,000	0	0	0	0	0	0
61047 Citywide Meter Vault Imp	125,000	250,000	0	0	0	0	0
61048 *City Wide Well Rehab	0	600,000	800,000	0	0	0	0
T3540 WTPs Chlorine Gas Elimination	0	0	0	0	0	0	9,344,653
T3555 Fiber Optic Cable at Reservoir	0	0	0	0	0	0	225,000
T3561 Northern Ave PRV Station Reloc	0	0	0	0	0	0	200,000
T3563 *Pyramid Peak Trains Improv	0	0	0	0	0	0	9,109,792
Replacement of Existing Assets							
61001 Fire Hydrant Replacement	596,074	0	0	301,200	301,200	300,200	0
61012 Citywide Irrigation System	0	0	0	200,000	200,000	200,000	200,000
61013 Water Line Replacement	689,992	2,000,000	0	2,000,000	3,500,000	3,500,000	14,000,000
61015 Outer Loop Effluent Line	0	0	0	0	0	1,600,000	2,600,000
61043 Pyramid Pk WTP Train #1 Equip	100,000	0	0	0	0	0	0
T3550 Hillcrest Ranch Booster Rehab	0	0	0	0	0	0	2,388,015
Sub-Total - Existing Assets	*4,231,400*	*2,850,000*	*1,300,000*	*2,501,200*	*4,001,200*	*5,600,200*	*63,244,948*
New Assets							
61009 Drinking Water Well Head Trmt	0	0	0	0	0	0	1,775,000
61019 Storage and Recovery Well	0	0	0	0	0	745,453	4,005,475
61021 N River/Agua Fria Storage Proj	1,257,030	1,257,030	0	0	0	0	0
61027 Water Line Extension	0	0	0	1,000,000	2,000,000	3,000,000	1,500,000
61038 Loop 101 Water Treatment Plant	0	756,000	0	0	0	0	0
61044 New River Waterline Crossing	1,275,454	0	0	0	0	0	0
T3552 Additional Water Supply	0	0	6,394,660	0	0	0	0
Sub-Total - New Assets	*2,532,484*	*2,013,030*	*6,394,660*	*1,000,000*	*2,000,000*	*3,745,453*	*7,280,475*
Total Project Expenses:	**$6,763,884**	**$4,863,030**	**$7,694,660**	**$3,501,200**	**$6,001,200**	**$9,345,653**	**$70,525,423**
Total FY 2013 Funding:		**$11,626,914**					

*** New Project**

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

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61023 - Water System Security (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the installation of equipment to further enhance security of the city's water supply, treatment plants and distribution system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$450,000
Construction	$103,434	$0	$0	$0	$0	$0	$2,190,000
Finance Charges	$0	$0	$0	$0	$0	$0	$39,600
Engineering Charges	$8,735	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$21,900
Contingency	$0	$0	$0	$0	$0	$0	$252,512
TOTAL	**$112,169**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,009,012**

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

Project: 61024 - Cholla Water Plant Process Imp (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include improvements at Cholla Water Treatment Plant to continue to meet regulatory requirements. The improvements include the installation of new variable frequency drive systems, odor control, solids handling facility repair and improvements, and reservoir lining rehabilitation or replacement.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$70,000	$0	$60,000	$0	$0	$0	$0
Construction	$275,000	$0	$364,700	$0	$0	$0	$0
Engineering Charges	$14,835	$0	$20,810	$0	$0	$0	$0
Arts	$2,750	$0	$3,647	$0	$0	$0	$0
Contingency	$37,415	$0	$50,843	$0	$0	$0	$0
TOTAL	**$400,000**	**$0**	**$500,000**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

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

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61036 - Zn4 Groundwater Trtment Plant (I) **Funding Source:** Water & Sewer Revenues

Project Description: This 10 million gallons per day (MGD) Groundwater Treatment Plant was identified in the "Comprehensive Water Facilities Planning and Design" report by Black & Veatch as a key water supply component to provide additional water during plant outages such as canal dry-ups and to help meet peak water demands. This project will include additional conveyance pipeline, a supply well, and brine disposal ponds.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$543,895	$0	$0	$0	$0	$0	$1,900,000
Construction	$1,160,509	$0	$0	$0	$0	$0	$17,900,000
Finance Charges	$0	$0	$0	$0	$0	$0	$297,000
Engineering Charges	$43,761	$0	$0	$0	$0	$0	$120,780
Arts	$0	$0	$0	$0	$0	$0	$179,000
Contingency	$0	$0	$0	$0	$0	$0	$1,771,696
TOTAL	**$1,748,165**	**$0**	**$0**	**$0**	**$0**	**$0**	**$22,168,476**

Operating Description: The new O and M costs reflect the need for additional staff, chemicals and utilities beginning 7/1/2020 . Staffing includes three plant operator 1's. This equals to $149,145 per years for all three with benefits. Chemical, utilities, and maintenance costs are based on actual costs during a pilot study to treat groundwater. A supplemental will be submitted in the future for the additional O and M costs.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$298,290
Supplies/Contr	$0	$0	$0	$0	$0	$887,760
Utilities	$0	$0	$0	$0	$0	$134,500
Equip. Maint.	$0	$0	$0	$0	$0	$11,950
Insurance	$0	$0	$0	$0	$0	$15,780
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,348,280**

Project: 61045 - Thunderbird Reservoir Misc. Im (I) **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding addresses an engineering study to evaluate alternatives for enhancing water quality during the hot summer months for water stored at the Thunderbird Reservoir. Once the study is completed, design and construction of the recommended improvements are projected to proceed in FY 2016.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$73,000	$0	$0	$0	$0	$0	$0
Construction	$80,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$7,497	$0	$0	$0	$0	$0	$0
Arts	$800	$0	$0	$0	$0	$0	$0
Contingency	$18,703	$0	$0	$0	$0	$0	$0
TOTAL	**$180,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

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

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61046 - SRP Well Imp (I) — **Funding Source:** Water & Sewer Revenues

Project Description: The project will include the rehabilitation of various Salt River Project wells in water zones 1 and 2 to meet the drinking water standards.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$45,000	$0	$0	$0	$0	$0	$0
Construction	$198,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$11,907	$0	$0	$0	$0	$0	$0
Arts	$1,980	$0	$0	$0	$0	$0	$0
Contingency	$23,113	$0	$0	$0	$0	$0	$0
TOTAL	**$280,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 61047 - Citywide Meter Vault Imp (I) — **Funding Source:** Water & Sewer Revenues

Project Description: Based on a field condition assessment conducted by staff, modifications to large meter vaults are recommended to enhance safe entry. The meter vault covers will be replaced with spring-torsion type covers per the city's design standards and meter vaults will be retrofitted or replaced as needed. Meter vaults are the structure that house the meters.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$106,000	$212,000	$0	$0	$0	$0	$0
Engineering Charges	$6,996	$13,992	$0	$0	$0	$0	$0
Arts	$1,060	$2,120	$0	$0	$0	$0	$0
Contingency	$10,944	$21,888	$0	$0	$0	$0	$0
TOTAL	**$125,000**	**$250,000**	**$0**	**$0**	**$0**	**$0**	**$0**

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

Project: 61048* - City Wide Well Rehab (I) — **Funding Source:** Water & Sewer Revenues

Project Description: This project is to rehabilitate or replace the existing City Well No. 5 which will be used as a recharge well to enhance water quality within the water distribution system and help the city obtain groundwater recharge credit.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$240,000	$240,000	$0	$0	$0	$0
Construction	$0	$271,000	$450,000	$0	$0	$0	$0
Finance Charges	$0	$7,665	$12,600	$0	$0	$0	$0
Engineering Charges	$0	$18,296	$24,704	$0	$0	$0	$0
Arts	$0	$2,710	$4,500	$0	$0	$0	$0
Contingency	$0	$60,329	$68,196	$0	$0	$0	$0
TOTAL	**$0**	**$600,000**	**$800,000**	**$0**	**$0**	**$0**	**$0**

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

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: **T3540 - WTPs Chlorine Gas Elimination (I)** **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the design and construction of a chlorine gas elimination system as well as the removal of the current onsite storage system for chlorine gas, which is the current disinfection method for potable water. The chlorine gas will be replaced with equipment that will provide onsite generation of sodium hypochlorite as the disinfection chemical for Pyramid Peak and Cholla Water Treatment Plants.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,400,000
Construction	$0	$0	$0	$0	$0	$0	$6,900,000
Finance Charges	$0	$0	$0	$0	$0	$0	$124,500
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$69,000
Contingency	$0	$0	$0	$0	$0	$0	$758,653
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,344,653**

Operating Description: Based on a start date of 7/1/2019 additional annual inflated cost for supplies will be $76,028 and electricity will be $57,021. Costs are based on engineering studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$76,028
Utilities	$0	$0	$0	$0	$0	$57,021
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$133,049**

Project: **T3555 - Fiber Optic Cable at Reservoir (I)** **Funding Source:** Water & Sewer Revenues

Project Description: This project includes the installation of fiber optic cables at Thunderbird Reservoir and Zone 4 Reservoir. A recent assessment recommends fiber optic cables as the least expensive, long-term solution for wide area network communications at Thunderbird and Zone 4 Reservoirs to replace the T1 data line that currently is being leased from Qwest. The new fiber optic cables will permit remote monitoring of the numerous security cameras at the reservoirs and also provide more reliable access for the Supervisory Control and Data Acquisition (SCADA) system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$10,000
Construction	$0	$0	$0	$0	$0	$0	$200,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$2,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$0	$2,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$225,000**

Operating Description: A supplemental budget request will be submitted once the project is near completion.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: T3561 - Northern Ave PRV Station Reloc (I) — **Funding Source:** Water & Sewer Revenues

Project Description: The city needs to relocate the pressure reducing valve (PRV) station on Northern Avenue to provide more operational flexibility and better access to conduct maintenance work, meet safety requirements, and increase sustainability of chlorine residual. The relocation of the PRV station will assist the city in meeting the federal and state regulation of disinfection byproduct such as trihalomethanes formation.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$48,000
Construction	$0	$0	$0	$0	$0	$0	$124,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$11,000
Arts	$0	$0	$0	$0	$0	$0	$1,240
Contingency	$0	$0	$0	$0	$0	$0	$15,760
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$200,000**

Operating Description: No additional O and M is needed for this project.

Project: T3563* - Pyramid Peak Trains Improv (I) — **Funding Source:** Water & Sewer Revenues

Project Description: This project will include engineering evaluation, design and construction of existing treatment trains improvements. The original equipment will be over 20 years old and will be nearing the end of its useful life.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,600,000
Construction	$0	$0	$0	$0	$0	$0	$6,250,000
Finance Charges	$0	$0	$0	$0	$0	$0	$117,750
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$62,500
Contingency	$0	$0	$0	$0	$0	$0	$987,042
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$9,109,792**

Operating Description: No additional O and M is needed for this project.

Project: 61001 - Fire Hydrant Replacement (R) — **Funding Source:** Water & Sewer Revenues

Project Description: This project funds a replacement program for approximately 800 existing fire hydrants. To date, 349 fire hydrants have been replaced. The existing fire hydrants need to be replaced due to age and lack of replacement parts. The new fire hydrants will be installed to meet the city and industry spacing guidelines. In addition, the new fire hydrants will be accessible for routine maintenance to ensure fire system integrity.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$520,571	$0	$0	$262,000	$262,000	$262,000	$0
Engineering Charges	$23,843	$0	$0	$13,200	$13,200	$13,200	$0
Arts	$5,206	$0	$0	$2,620	$2,620	$2,620	$0
Contingency	$46,454	$0	$0	$23,380	$23,380	$22,380	$0
TOTAL	**$596,074**	**$0**	**$0**	**$301,200**	**$301,200**	**$300,200**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61012 - Citywide Irrigation System (R) **Funding Source:** Water & Sewer Revenues

Project Description: Irrigation pipelines and related irrigation structure in the city owned portion of the flood irrigation system will be rehabilitated or replaced.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$200,000	$200,000	$200,000	$200,000
TOTAL	**$0**	**$0**	**$0**	**$200,000**	**$200,000**	**$200,000**	**$200,000**

Operating Description: No additional O and M is needed for this project.

Project: 61013 - Water Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Water Distribution System Evaluation Study conducted by CH2M-Hill identified the segments of water lines to be rehabilitated and/or replaced, based on historic repair and maintenance records. This project will include water line rehabilitation and/or replacement to ensure effective water distribution system operations and regulatory compliance.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$209,957	$200,000	$0	$200,000	$330,000	$330,000	$2,300,000
Construction	$370,492	$1,550,800	$0	$1,550,800	$2,730,000	$2,730,000	$10,000,000
Finance Charges	$0	$26,262	$0	$26,262	$45,900	$45,900	$184,500
Engineering Charges	$5,397	$9,744	$0	$9,744	$17,030	$17,030	$68,453
Arts	$7,455	$15,508	$0	$15,508	$27,300	$27,300	$100,000
Contingency	$96,691	$197,686	$0	$197,686	$349,770	$349,770	$1,347,047
TOTAL	**$689,992**	**$2,000,000**	**$0**	**$2,000,000**	**$3,500,000**	**$3,500,000**	**$14,000,000**

Operating Description: No additional O and M is needed for this project.

Project: 61015 - Outer Loop Effluent Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Arrowhead Ranch Water Reclamation Facility (ARWRF) effluent transmission line has been in service since the late 1980's. This effluent transmission line is essential for conveying and disposal of the effluent from the ARWRF. This project will include applicable rehabilitation to ensure effluent transmission system integrity and reliability.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$300,000	$300,000
Construction	$0	$0	$0	$0	$0	$1,100,000	$1,970,000
Finance Charges	$0	$0	$0	$0	$0	$21,000	$34,050
Engineering Charges	$0	$0	$0	$0	$0	$25,900	$41,995
Arts	$0	$0	$0	$0	$0	$11,000	$19,700
Contingency	$0	$0	$0	$0	$0	$142,100	$234,255
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,600,000**	**$2,600,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61043 - Pyramid Pk WTP Train #1 Equip (R) — **Funding Source:** Water & Sewer Revenues

Project Description: This project will include equipment improvements and rehabilitation (FY's 2012 through 2014), an engineering assessment (FY 2015) and equipment replacement (FY 2016 and beyond) at the Pyramid Peak Water Treatment Plant related to Train No. 1 and other related equipment. The original equipment will be approximately 23 years old and will be at the end of its useful life. Based on the existing Intergovernmental Agreement (IGA) between Glendale and Peoria, this cost will be split between the two cities - with Peoria being responsible for approximately 23% of the project costs.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$89,500	$0	$0	$0	$0	$0	$0
Engineering Charges	$1,645	$0	$0	$0	$0	$0	$0
Contingency	$8,855	$0	$0	$0	$0	$0	$0
TOTAL	**$100,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T3550 - Hillcrest Ranch Booster Rehab (R) — **Funding Source:** Water & Sewer Revenues

Project Description: Hillcrest Ranch booster station will be rehabilitated to ensure the station operates effectively and efficiently. This booster station will provide an emergency backup supply for the Zone 3 Water Pressure Zone. Zone 3 is in the northernmost part of the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$450,000
Construction	$0	$0	$0	$0	$0	$0	$1,650,000
Finance Charges	$0	$0	$0	$0	$0	$0	$31,500
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Arts	$0	$0	$0	$0	$0	$0	$16,500
Contingency	$0	$0	$0	$0	$0	$0	$185,015
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,388,015**

Operating Description: No additional O and M is needed for this project.

Project: 61009 - Drinking Water Well Head Trmt (N) — **Funding Source:** Water & Sewer Revenues

Project Description: This project will include the design of a new Zone 4 wellhead treatment system for groundwater to meet federal drinking water standards. This new wellhead treatment system was recommended in the Groundwater Master Plan in 2008 in order to meet the projected growth in the west areas of the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$140,000
Construction	$0	$0	$0	$0	$0	$0	$1,400,000
Finance Charges	$0	$0	$0	$0	$0	$0	$23,100
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$14,000
Contingency	$0	$0	$0	$0	$0	$0	$154,900
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,775,000**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61019 - Storage and Recovery Well (N) **Funding Source:** Water & Sewer Revenues

Project Description: The project will result in the installation of groundwater recharge and recovery wells for the purpose of recharging effluent and/or "recovering" recharge credits by pumping groundwater resulting in cost savings for the city..

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$500,000	$500,000
Construction	$0	$0	$0	$0	$0	$148,000	$3,300,000
Finance Charges	$0	$0	$0	$0	$0	$9,720	$57,000
Engineering Charges	$0	$0	$0	$0	$0	$11,988	$70,300
Arts	$0	$0	$0	$0	$0	$1,480	$33,000
Contingency	$0	$0	$0	$0	$0	$74,265	$45,175
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$745,453**	**$4,005,475**

Operating Description: O and M projected start date January 2, 2019. Ongoing O and M before inflationary increases $68,870. Additional O and M expenses are related to $33,831 in chemical supplies, $24,165 in utility expenses, and $10, 874 for equipment maintenance based on pilot studies. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$33,831
Utilities	$0	$0	$0	$0	$0	$24,165
Equip. Maint.	$0	$0	$0	$0	$0	$10,874
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$68,870**

Project: 61021 - N River/Agua Fria Storage Proj (N) **Funding Source:** Water & Sewer Revenues

Project Description: Maintain a 20% ownership in the New River/Agua Fria Underground Storage Facility administered by the Salt River Project. The additional recharge capacity developed through this project will accommodate the effluent produced at the West Area Water Reclamation Facility.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$1,257,030	$1,257,030	$0	$0	$0	$0	$0
TOTAL	**$1,257,030**	**$1,257,030**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: 61027 - Water Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: Water line extensions are installed where needed to extend the city's water transmission and distribution systems to meet projected demand from future development. Projects funded from this account typically involve city participation in pipeline over sizing and other distribution piping extensions as needed to accommodate projected growth.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$900,000	$400,000	$400,000
Construction	$0	$0	$0	$875,000	$860,000	$2,000,000	$915,000
Finance Charges	$0	$0	$0	$13,125	$26,400	$36,000	$19,725
Engineering Charges	$0	$0	$0	$12,746	$25,638	$34,961	$19,156
Arts	$0	$0	$0	$8,750	$8,600	$20,000	$9,150
Contingency	$0	$0	$0	$90,379	$179,362	$509,039	$136,969
TOTAL	**$0**	**$0**	**$0**	**$1,000,000**	**$2,000,000**	**$3,000,000**	**$1,500,000**

Operating Description: No additional O and M is needed for this project.

Project: 61038 - Loop 101 Water Treatment Plant (N) **Funding Source:** Water & Sewer Revenues

Project Description: Land for the Loop 101 water treatment plant was purchased in FY 2009 with payments from FY 2009 through FY 2013. The funding allocated in FY 2013 is for the final land purchase payment . The design and construction of the new plant has been deferred beyond FY 2022 due to reduced growth estimates.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$756,000	$0	$0	$0	$0	$0
TOTAL	**$0**	**$756,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

Project: 61044 - New River Waterline Crossing (N) **Funding Source:** Water & Sewer Revenues

Project Description: A new water line will be installed to connect Zone 1 (south central part of the city) and Zone 4 (western part of the city) to enhance water quality in the west area of the city.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$198,000	$0	$0	$0	$0	$0	$0
Construction	$887,454	$0	$0	$0	$0	$0	$0
Finance Charges	$18,000	$0	$0	$0	$0	$0	$0
Engineering Charges	$41,000	$0	$0	$0	$0	$0	$0
Arts	$9,100	$0	$0	$0	$0	$0	$0
Contingency	$121,900	$0	$0	$0	$0	$0	$0
TOTAL	**$1,275,454**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2400-Water — Category: Revenue

Project: **T3552 - Additional Water Supply (N)** **Funding Source:** Water & Sewer Revenues

Project Description: Acquisition and development of renewable water supplies to meet increasing demand for water, maintain city's designation of assured water supply, and to minimize drought impacts on Glendale water system customers. The $6,394,660 represents the cost of acquiring a 100-year lease of water rights per the White Mountain Apache Tribe Water Settlement anticipated in FY 2014.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$94,660	$0	$0	$0	$0
Miscellaneous/Other	$0	$0	$6,300,000	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$6,394,660**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes projected payment to Central Arizona Water Conservation District for water delivery costs and city treatment costs relating to the additional water supply. Starting in FY 2015, O and M costs are projected to be $335,546 per year. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$335,546	$345,612	$355,981	$1,946,649
TOTAL	**$0**	**$0**	**$335,546**	**$345,612**	**$355,981**	**$1,946,649**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2420-Sewer — Category: Revenue

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
63006 Arrowhead Sewer Lines	0	0	0	1,719,575	2,035,490	0	0
63007 Sewer 99th Ave. W. Water Meter	0	0	0	0	0	0	5,389,952
63010 91st Ave. Construction	0	700,000	500,000	1,077,500	2,800,000	1,015,000	4,060,000
63020 Security Enhance Wastewtr Ops	0	0	0	0	0	0	8,756,702
63023 City Wide Sewer Odor Control	0	0	0	770,000	1,112,000	0	0
Replacement of Existing Assets							
63003 99th Ave Interceptor Line	0	345,000	392,000	1,431,034	2,100,000	2,100,000	0
63016 Sewer Line Replacement	2,576,429	3,316,586	0	3,435,272	3,503,190	3,503,190	14,006,697
63018 Camelback Swr Rehab	1,000,001	0	0	0	0	0	0
63021 Sweetwater & 55th Ave SLS	0	463,000	1,600,000	0	0	0	0
63024 Citywide Manhole Rehab	56,888	521,364	521,364	521,364	521,364	0	0
Sub-Total - Existing Assets	*3,633,318*	*5,345,950*	*3,013,364*	*8,954,745*	*12,072,044*	*6,618,190*	*32,213,351*
New Assets							
63000 67th-115th, Northern-C'Back	0	0	0	0	0	0	11,887,985
63008 Sewers for Areas on Septic Sys	231,787	0	200,000	0	0	0	0
63015 CMOM Implementation	0	0	0	100,000	0	0	0
63017 Sewer Line Extension	309,929	0	0	0	0	0	1,600,000
T3610 Bethany Hme Rd Interceptor	0	0	0	0	0	0	4,911,877
T3611 Glendale Ave 93rd-99th Ave	0	0	0	0	0	0	1,118,591
T3612 Influent Pump Sta (RSPS) Imp	0	0	0	0	500,970	2,434,391	2,548,272
Sub-Total - New Assets	*541,716*	*0*	*200,000*	*100,000*	*500,970*	*2,434,391*	*22,066,725*
Total Project Expenses:	**$4,175,034**	**$5,345,950**	**$3,213,364**	**$9,054,745**	**$12,573,014**	**$9,052,581**	**$54,280,076**
Total FY 2013 Funding:		**$9,520,984**					

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63006 - Arrowhead Sewer Lines (I) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement or rehabilitation of various wastewater collection lines in the Arrowhead Ranch area to improve sewer flow conditions and reduce sewer odors. This work was identified in a report completed by the consulting firm, Damon Williams and Associates. The work will be done in phases.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$350,000	$480,000	$0	$0
Construction	$0	$0	$0	$1,158,000	$1,300,000	$0	$0
Finance Charges	$0	$0	$0	$22,620	$26,700	$0	$0
Engineering Charges	$0	$0	$0	$27,898	$32,930	$0	$0
Arts	$0	$0	$0	$11,580	$13,000	$0	$0
Contingency	$0	$0	$0	$149,477	$182,860	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$1,719,575**	**$2,035,490**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63007 - Sewer 99th Ave. W. Water Meter (I) **Funding Source:** Water & Sewer Revenues

Project Description: The existing meter station, GL03, is located within the 99th Avenue Alignment and needs to be relocated due to safety reasons. This project will include relocation of the GL03 meter station to the existing influent pump station site located on the northeast corner of Camelback Road and 99th Avenue. The project will also upgrade the meter station to meet the Sub-Regional Operating Group (SROG) standards.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$1,015,000
Construction	$0	$0	$0	$0	$0	$0	$3,680,000
Finance Charges	$0	$0	$0	$0	$0	$0	$70,425
Engineering Charges	$0	$0	$0	$0	$0	$0	$86,858
Arts	$0	$0	$0	$0	$0	$0	$36,800
Contingency	$0	$0	$0	$0	$0	$0	$500,869
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,389,952**

Operating Description: O and M includes service and replacement of automatic sampling units, miscellaneous telemetry and flow recording equipment at the metering stations on a periodic basis. O and M projected start date July 1, 2019. Ongoing O and M before inflationary increases $41,864 yearly. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	$0	$0	$0	$0	$0	$20,934
Equip. Maint.	$0	$0	$0	$0	$0	$104,658
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$125,592**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63010 - 91st Ave. Construction (I) **Funding Source:** Water & Sewer Revenues

Project Description: This project consists of continuing improvements to the Regional 91st Ave Wastewater Treatment Plant (WWTP) of which Glendale is part owner as a member of the Sub-Regional Operating Group (SROG). SROG consists of Glendale, Mesa, Phoenix, Tempe and Scottsdale. The last 91st Ave WWTP expansion decommissioned one of the oldest sections of the facility and replaced that section with new biological treatment, enlarged blowers and new clarifiers.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$7,500	$42,000	$15,000	$60,000
Miscellaneous/Other	$0	$700,000	$500,000	$1,070,000	$2,758,000	$1,000,000	$4,000,000
TOTAL	**$0**	**$700,000**	**$500,000**	**$1,077,500**	**$2,800,000**	**$1,015,000**	**$4,060,000**

Operating Description: No additional O and M is needed for this project.

Project: 63020 - Security Enhance Wastewtr Ops (I) **Funding Source:** Water & Sewer Revenues

Project Description: Provide security enhancements to the water reclamation facilities, the various effluent recharge facilities and sewer lift stations. These improvements will enable the city staff to more closely monitor water reclamation and domestic water from remote locations.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$650,000
Construction	$0	$0	$0	$0	$0	$0	$7,000,000
Finance Charges	$0	$0	$0	$0	$0	$0	$114,750
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$70,000
Contingency	$0	$0	$0	$0	$0	$0	$829,452
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$8,756,702**

Operating Description: No additional O and M is needed.

Project: 63023 - City Wide Sewer Odor Control (I) **Funding Source:** Water & Sewer Revenues

Project Description: Addition of permanent hydrogen peroxide chemical dosing stations to various sewer lines for odor control and control of hydrogen sulfide gas.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$100,000	$0	$0	$0
Construction	$0	$0	$0	$575,000	$975,000	$0	$0
Engineering Charges	$0	$0	$0	$18,563	$26,813	$0	$0
Arts	$0	$0	$0	$5,750	$9,750	$0	$0
Contingency	$0	$0	$0	$70,687	$100,437	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$770,000**	**$1,112,000**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63003 - 99th Ave Interceptor Line (R) **Funding Source:** Water & Sewer Revenues

Project Description: The Sewer Condition Assessment Study conducted by Project Engineering Consultants recommended that the 99th Avenue sewer line be repaired or rehabilitated by the Sub-Regional Operating Group (SROG) partners. This project will include rehabilitation of Glendale's portion of the 99th Avenue sewer line; Glendale currently owns 70% of the 99th Avenue sewer line. Pipe lining will be replaced and the corroded manhole structures will be rehabilitated.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$31,034	$31,034	$0	$0
Miscellaneous/Other	$0	$345,000	$392,000	$1,400,000	$2,068,966	$2,100,000	$0
TOTAL	**$0**	**$345,000**	**$392,000**	**$1,431,034**	**$2,100,000**	**$2,100,000**	**$0**

Operating Description: No additional O and M is needed.

Project: 63016 - Sewer Line Replacement (R) **Funding Source:** Water & Sewer Revenues

Project Description: Replacement and/or rehabilitation of existing sanitary sewer lines and manholes as identified by the Sewer Evaluation Study prepared by HDR and Camp, Dresser and McKee (CDM) Engineers. Projects will be developed as funds are available.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$280,000	$0	$290,000	$300,000	$300,000	$700,000
Construction	$2,086,440	$2,520,000	$0	$2,610,000	$2,700,000	$2,700,000	$10,300,000
Finance Charges	$39,825	$42,000	$0	$43,500	$45,000	$45,000	$165,000
Engineering Charges	$0	$15,048	$0	$15,586	$16,123	$16,123	$59,119
Arts	$26,550	$25,200	$0	$26,100	$27,000	$27,000	$103,000
Contingency	$423,614	$434,338	$0	$450,086	$415,067	$415,067	$2,679,578
TOTAL	**$2,576,429**	**$3,316,586**	**$0**	**$3,435,272**	**$3,503,190**	**$3,503,190**	**$14,006,697**

Operating Description: No additional O and M is needed for this project.

Project: 63018 - Camelback Swr Rehab (R) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include sewer and manhole rehabilitation or replacement in the area of Camelback Road and 75th Avenue. The 75th Avenue and Camelback Road Sewer and Manhole Rehabilitation Study conducted by Camp,Dresser, and McKee (CDM) in 2008 identified the sewer segments and manholes that need to be rehabilitated or replaced.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$1,000,001	$0	$0	$0	$0	$0	$0
TOTAL	**$1,000,001**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63021 - Sweetwater & 55th Ave SLS (R) — **Funding Source:** Water & Sewer Revenues

Project Description: The sewage lift station (SLS) at Sweetwater and 55th Avenue requires upgrades to ensure continued system reliability, sufficient treatment capacity, safety, and public health. This project includes the design and construction for the improvements and rehabilitation of the upstream sewer line and lift station including new submersible pumps, valves, piping, and electrical system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$288,000	$200,000	$0	$0	$0	$0
Construction	$0	$120,000	$1,200,000	$0	$0	$0	$0
Finance Charges	$0	$6,120	$21,000	$0	$0	$0	$0
Engineering Charges	$0	$11,220	$38,500	$0	$0	$0	$0
Arts	$0	$1,200	$12,000	$0	$0	$0	$0
Contingency	$0	$36,460	$128,500	$0	$0	$0	$0
TOTAL	**$0**	**$463,000**	**$1,600,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63024 - Citywide Manhole Rehab (R) — **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding will be used to rehabilitate existing sewer manholes that have reached the end of their expected life as identified in the Sewer Master Plan and Evaluation by Camp, Dresser, and McKee (CDM).

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$48,343	$500,000	$500,000	$500,000	$500,000	$0	$0
Engineering Charges	$6,545	$16,364	$16,364	$16,364	$16,364	$0	$0
Arts	$2,000	$5,000	$5,000	$5,000	$5,000	$0	$0
TOTAL	**$56,888**	**$521,364**	**$521,364**	**$521,364**	**$521,364**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63000 - 67th-115th, Northern-C'Back (N) — **Funding Source:** Water & Sewer Revenues

Project Description: Installation of new sewer lines to improve existing sewer mains as identified by the HDR West Area Sewer Depth Study. This project will provide deeper outfall sewers for development in the area and will relieve or replace existing sewers that have inadequate slope.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$2,040,000
Construction	$0	$0	$0	$0	$0	$0	$8,600,000
Finance Charges	$0	$0	$0	$0	$0	$0	$129,900
Engineering Charges	$0	$0	$0	$0	$0	$0	$115,000
Arts	$0	$0	$0	$0	$0	$0	$86,000
Contingency	$0	$0	$0	$0	$0	$0	$917,085
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$11,887,985**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: 63008 - Sewers for Areas on Septic Sys (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include installation of sewers in the areas currently on septic systems. This is a citizen driven program in which citizens must request that their area (subdivision, neighborhood, street, etc.) be served by the city sewer system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$30,000	$0	$0	$0	$0
Construction	$231,787	$0	$140,000	$0	$0	$0	$0
Engineering Charges	$0	$0	$11,000	$0	$0	$0	$0
Arts	$0	$0	$1,400	$0	$0	$0	$0
Contingency	$0	$0	$17,600	$0	$0	$0	$0
TOTAL	**$231,787**	**$0**	**$200,000**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63015 - CMOM Implementation (N) **Funding Source:** Water & Sewer Revenues

Project Description: The Environmental Protection Agency has mandated a new Capacity Management Operations and Maintenance (CMOM) program for the sanitary sewer systems nationwide. The proposed program will assist in protecting the sanitary sewer system. Work completed includes the development of an infrastructure inventory of sanitary sewer manholes by means of the Global Positioning Satellite System (GPS).

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$82,900	$0	$0	$0
Engineering Charges	$0	$0	$0	$9,119	$0	$0	$0
Contingency	$0	$0	$0	$7,981	$0	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$100,000**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 63017 - Sewer Line Extension (N) **Funding Source:** Water & Sewer Revenues

Project Description: This project will include sewer line extensions at various locations to meet projected demand is needed. These extensions will transfer wastewater from new developments.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$309,929	$0	$0	$0	$0	$0	$1,400,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$50,400
Arts	$0	$0	$0	$0	$0	$0	$14,000
Contingency	$0	$0	$0	$0	$0	$0	$135,600
TOTAL	**$309,929**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,600,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: **T3610 - Bethany Hme Rd Interceptor (N)** **Funding Source:** Water & Sewer Revenues

Project Description: Installation of an interceptor sewer along the Bethany Home Road alignment from 83rd to 95th Avenue. The interceptor is designed to intercept flows from the existing sewers in 83rd and 91st Avenues that had to be altered due to construction of the Bethany Home Outfall Channel.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$650,000
Construction	$0	$0	$0	$0	$0	$0	$3,720,000
Finance Charges	$0	$0	$0	$0	$0	$0	$65,550
Engineering Charges	$0	$0	$0	$0	$0	$0	$80,845
Arts	$0	$0	$0	$0	$0	$0	$37,200
Contingency	$0	$0	$0	$0	$0	$0	$358,282
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,911,877**

Operating Description: No additional O and M is needed.

Project: **T3611 - Glendale Ave 93rd-99th Ave (N)** **Funding Source:** Water & Sewer Revenues

Project Description: Improvements will be needed to handle the additional wastewater flows generated by projected growth at build-out in the west area of the city. Improvements include the design and construction of a parallel relief sewer on Glendale Avenue from 93rd to 99th Avenue.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$160,000
Construction	$0	$0	$0	$0	$0	$0	$785,000
Finance Charges	$0	$0	$0	$0	$0	$0	$14,175
Engineering Charges	$0	$0	$0	$0	$0	$0	$40,635
Arts	$0	$0	$0	$0	$0	$0	$7,850
Contingency	$0	$0	$0	$0	$0	$0	$110,931
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,118,591**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2420-Sewer — Category: Revenue

Project: **T3612 - Influent Pump Sta (RSPS) Imp (N)** **Funding Source:** Water & Sewer Revenues

Project Description: The requested funding is for a new screening system to reduce maintenance efforts required for the waste activated sludge pumps at the West Area Water Reclamation Facility. The new screening system will include mechanical bar screens, a washer compactor conveyor system with dumpster storage area, a building and odor control system. This project will include an enclosed self cleaning bar screen and ancillary system.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$460,000	$220,000	$220,000
Construction	$0	$0	$0	$0	$0	$1,920,000	$2,000,000
Finance Charges	$0	$0	$0	$0	$0	$32,100	$35,000
Engineering Charges	$0	$0	$0	$0	$8,510	$39,590	$41,070
Arts	$0	$0	$0	$0	$0	$19,200	$20,000
Contingency	$0	$0	$0	$0	$32,460	$203,501	$232,202
TOTAL	**$0**	**$0**	**$0**	**$0**	**$500,970**	**$2,434,391**	**$2,548,272**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

TRANSPORTATION

This category includes projects funded with revenue bonds backed by the half-cent transportation sales tax approved by Glendale voters in 2001. The half-cent sales tax will fund improvement projects for all modes of transportation including transit, street, bicycle, pedestrian and aviation (Fund 2210). This category also includes projects covered by HURF revenue bonds (2000), the Street Fund (Fund 1340) and transportation related grants (Fund 1650).

Over the next few years, transit projects paid from the half-cent sales tax will include projects related to bus services, a transit center and preliminary light rail studies. The street element of the Transportation Plan emphasizes improvements at major intersections as well as improvements and enhancements along major streets. A majority of FY 2013 funding is for the Northern Avenue Super Street Project that will create an east-west corridor between Grand Avenue and the Loop 303. Other projects and programs in the Transportation Plan include enhancing the bicycle system, traffic mitigation and providing matching funds for airport capital grants.

Currently there are no projects planned in the first five years of the capital plan that utilize HURF revenue bonds. There are two street improvement projects planned in the last five years of the capital improvement plan which include improvements on 99th Avenue from Camelback Road to Northern Avenue as property develops and a street widening project on 67th Avenue between Glendale Aveue and Frier Drive.

In the last five years of the capital plan, the Street Fund (Fund 1340) will cover the replacement of a right-of-way rearload truck.

The Transportation Grants Fund (Fund 1650) was established to accommodate grants for capital projects from federal and state government agencies. These are open, competitive grant programs. Grant projects are budgeted in Fund 1650 upon notification that the city has received approval for grant funding. Transportation projects in which the city applies for reimbursement in a future year are budgeted in the transportation sales tax construction fund and any reimbursements are credited to the transportation sales tax construction fund as grant revenue when received. A number of transportation grant projects have carryover funding in FY 2013 included grant funding for the design of the transit center at Arrowhead and Grand Avenue infrastructure improvements.

Project Name: 63rd Ave @ Loop 101-Bike Overpass
Funding Source: Transportation Half-Cent Sales Tax
Fund #: 2210
Project #: 65054

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FUND SUMMARY: 2210-Transportation Construction — Category: Transportation

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
65005 Smart Traffic Signals	1,957,851	127,913	0	0	0	0	750,000
65006 Bus Pullouts	0	0	0	0	0	0	1,524,823
65007 Grand Ave Access Enhancements	1,826,528	0	0	0	0	0	0
65008 Intersection Improvements	1,093,920	0	0	0	0	0	0
65013 Bus Stops and Shelters	100,000	109,478	112,703	115,522	118,641	119,852	646,232
65016 Northern Ave Super Street	5,096,390	5,204,443	5,324,144	5,457,248	594,833	0	0
65022 PE & Oversight for Transp. Pkg	1,615,515	509,501	521,218	267,125	274,337	282,018	1,538,429
65072 Expanded Safety Program	963,645	107,217	110,915	113,687	116,756	120,025	1,192,783
65078 Airport Matching Funds	424,944	293,262	50,761	45,685	179,086	213,197	0
65086 51st Avenue HES Projects	359,709	0	0	0	0	0	0
65088 Downtown Alley Improvements	86,698	0	0	0	0	0	0
65089 Pavement Management	2,411,881	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
65092 Maryland Ave Bike Rte Spot Imp	0	143,961	0	0	0	0	0
Replacement of Existing Assets							
65004 Buses/Vans	200,000	100,000	150,000	200,000	250,000	300,000	1,579,903
65014 Transit Support Capital	77,929	75,000	100,000	125,000	150,000	174,204	939,649
65083 Speed Cushions	247,409	0	156,575	161,735	167,145	0	0
Sub-Total - Existing Assets	*16,462,419*	*8,670,775*	*8,526,316*	*8,486,002*	*3,850,798*	*3,209,296*	*18,171,819*
New Assets							
65017 Rail System	2,470,514	50,950	52,122	53,425	54,867	56,404	42,117,705
65030 Multi-Use Pathway Grand Canal	1,149,755	0	0	0	0	0	0
65062 Glendale Sports Facilities Sgn	470,000	0	0	0	0	0	0
65063 New River - Multi-use Pathway	2,391,300	0	0	0	0	0	0
65080 Bell/101 Park&Ride/Transit Ctr	2,000,000	0	0	0	0	0	0
65090 Loop 303 Landscape & Design	1,237,144	0	0	0	0	0	0
Sub-Total - New Assets	*9,718,713*	*50,950*	*52,122*	*53,425*	*54,867*	*56,404*	*42,117,705*
Total Project Expenses:	**$26,181,132**	**$8,721,725**	**$8,578,438**	**$8,539,427**	**$3,905,665**	**$3,265,700**	**$60,289,524**
Total FY 2013 Funding:		**$34,902,857**					

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65005 - Smart Traffic Signals (I) **Funding Source:** Half Cent Sales Tax

Project Description: A smart traffic signal system will be implemented that includes communications infrastructure, traffic cameras, message signs, and networking equipment to make the traffic signal system more responsive.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$1,957,851	$0	$0	$0	$0	$0	$0
Finance Charges	$0	$1,919	$0	$0	$0	$0	$11,250
Contingency	$0	$6,396	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$119,598	$0	$0	$0	$0	$738,750
TOTAL	**$1,957,851**	**$127,913**	**$0**	**$0**	**$0**	**$0**	**$750,000**

Operating Description: O and M costs associated with electricity for new signal heads, cameras and communication equipment as well as maintenance of fiber optic connections. O and M for this project will be identified once federal funds have been secured and the scope of the project is available.

Project: 65006 - Bus Pullouts (I) **Funding Source:** Half Cent Sales Tax

Project Description: Bus pullouts to relieve congestion, improve air quality, and provide traffic and pedestrian safety. Bus pullouts will be constructed at major intersections where there are bus route extensions and new bus routes.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$0	$0	$0	$0	$0	$228,723
Design	$0	$0	$0	$0	$0	$0	$228,723
Construction	$0	$0	$0	$0	$0	$0	$878,297
Finance Charges	$0	$0	$0	$0	$0	$0	$22,874
Engineering Charges	$0	$0	$0	$0	$0	$0	$43,000
Arts	$0	$0	$0	$0	$0	$0	$8,783
Contingency	$0	$0	$0	$0	$0	$0	$76,240
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$38,183
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,524,823**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65007 - Grand Ave Access Enhancements (I) — **Funding Source:** Half Cent Sales Tax

Project Description: This project provides enhanced access control along Grand Avenue and includes beautification and sidewalks.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$423,792	$0	$0	$0	$0	$0	$0
Design	$471,792	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$930,944	$0	$0	$0	$0	$0	$0
TOTAL	**$1,826,528**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M is associated with 112,113 sq ft of landscape maintenance and irrigation water. A supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$25,405	$26,167	$26,952	$27,761	$151,809
TOTAL	**$0**	**$25,405**	**$26,167**	**$26,952**	**$27,761**	**$151,809**

Project: 65008 - Intersection Improvements (I) — **Funding Source:** Half Cent Sales Tax

Project Description: This project provides for the design and construction of intersection improvements for capacity, safety and access as identified on an ongoing basis. Turning lanes, median barriers, lane extensions, right-of-way, utility relocations and paving access points are examples of the type of construction this project will fund.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$1,093,920	$0	$0	$0	$0	$0	$0
TOTAL	**$1,093,920**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65013 - Bus Stops and Shelters (I) — **Funding Source:** Half Cent Sales Tax

Project Description: Bus shelters, with shade and seating, will be provided where bus transfers occur and at other high demand locations. Benches will be provided at other bus stops as needed.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$9,402	$9,679	$9,921	$10,189	$10,250	$55,499
Construction	$100,000	$85,613	$88,136	$90,340	$92,779	$93,600	$505,359
Finance Charges	$0	$1,643	$1,691	$1,734	$1,780	$1,771	$9,698
Engineering Charges	$0	$3,852	$3,965	$4,064	$4,174	$4,210	$22,735
Arts	$0	$856	$881	$903	$928	$936	$5,054
Contingency	$0	$8,112	$8,351	$8,560	$8,791	$9,085	$47,887
TOTAL	**$100,000**	**$109,478**	**$112,703**	**$115,522**	**$118,641**	**$119,852**	**$646,232**

Operating Description: O and M associated with the maintenance of each new bus shelter as they become completed. Supplemental budget requests will be made as new bus stops are added.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	$10,927	$22,510	$34,779	$47,764	$49,197	$269,029
TOTAL	**$10,927**	**$22,510**	**$34,779**	**$47,764**	**$49,197**	**$269,029**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65016 - Northern Ave Super Street (I) **Funding Source:** Half Cent Sales Tax

Project Description: Per intergovernmental agreement, right-of-way acquisition and construction of the Northern Parkway corridor alignment between Loop 303 and Grand Avenue is targeted for completion by FY 2026. When completed the Northern Parkway will have six through lanes and grade separations at major arterials. Costs for this project are shared between the region at 70% ($221 million) and local agencies at 30%. Glendale's portion of local funding is $39 million. To date Glendale has expended approximately $20 million towards this project. Other jurisdictions involved include Maricopa County, Peoria, and El Mirage.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$76,450	$78,067	$79,862	$81,859	$8,922	$0	$0
Contingency	$254,820	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$4,765,120	$5,126,376	$5,244,282	$5,375,389	$585,911	$0	$0
TOTAL	**$5,096,390**	**$5,204,443**	**$5,324,144**	**$5,457,248**	**$594,833**	**$0**	**$0**

Operating Description: O and M costs are for landscape, water, electrical and other maintenance based on current design. Supplemental budget requests will be made when each project phase is close to completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	$108,536	$111,032	$183,320	$188,269	$193,541	$1,055,778
Landscape	$562,139	$575,068	$949,465	$975,101	$1,002,404	$5,468,181
TOTAL	**$670,675**	**$686,100**	**$1,132,785**	**$1,163,370**	**$1,195,945**	**$6,523,959**

Project: 65022 - PE & Oversight for Transp. Pkg (I) **Funding Source:** Half Cent Sales Tax

Project Description: Professional engineering for preparation of design concepts and administration of right-of-way purchase for roadway, bicycle, pedestrian and transit projects.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$1,107,014	$0	$0	$0	$0	$0	$0
Finance Charges	$7,628	$7,643	$7,818	$4,007	$4,115	$4,230	$23,076
Contingency	$25,425	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$475,448	$501,858	$513,400	$263,118	$270,222	$277,788	$1,515,353
TOTAL	**$1,615,515**	**$509,501**	**$521,218**	**$267,125**	**$274,337**	**$282,018**	**$1,538,429**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65072 - Expanded Safety Program (I) **Funding Source:** Half Cent Sales Tax

Project Description: Provide traffic safety improvements along city streets to improve the safety of motorists. Examples are safety mitigation at bridge crossing (blunt ends), lighting, signing, striping, pedestrian and bicyclist safety improvements, discontinuous roadway sections (drop-offs), and access management.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$698,027	$0	$0	$0	$0	$0	$0
Finance Charges	$1,582	$1,608	$1,664	$1,705	$1,751	$1,800	$17,892
Engineering Charges	$150,900	$0	$0	$0	$0	$0	$0
Contingency	$5,278	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$107,858	$105,609	$109,251	$111,982	$115,005	$118,225	$1,174,891
TOTAL	**$963,645**	**$107,217**	**$110,915**	**$113,687**	**$116,756**	**$120,025**	**$1,192,783**

Operating Description: No additional O and M is needed.

Project: 65078 - Airport Matching Funds (I) **Funding Source:** Half Cent Sales Tax

Project Description: This project provides matching funds for Glendale Airport projects as identified in the Airport Capital Improvement Program Funding covers 100% of engineering and art related charges and local match for all other capital costs. Refer to the Airport Capital Fund 2120 for detailed information related to the airport projects.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$275,000	$0	$0	$0	$0	$0
Design	$381,234	$0	$0	$0	$0	$0	$0
Construction	$24,159	$0	$0	$0	$0	$0	$0
Finance Charges	$6,060	$4,399	$761	$685	$2,686	$3,197	$0
Engineering Charges	$7,205	$0	$0	$0	$0	$0	$0
Arts	$36	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$6,250	$13,863	$50,000	$45,000	$176,400	$210,000	$0
TOTAL	**$424,944**	**$293,262**	**$50,761**	**$45,685**	**$179,086**	**$213,197**	**$0**

Operating Description: This project provides local match funds for airport capital projects. Refer to the Airport Capital Fund 2120 projects for O and M impact.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65086 - 51st Avenue HES Projects (I) — **Funding Source:** Half Cent Sales Tax

Project Description: Hazard Elimination Safety (HES) projects provide for intersection capacity and safety improvements at the intersections of 51st Avenue and Camelback Road and 51st Avenue and Northern Avenue. Projects include right turn lanes, bus bays and shelters, modifications to traffic signals, street lights, and landscaping.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$70,734	$0	$0	$0	$0	$0	$0
Construction	$23,199	$0	$0	$0	$0	$0	$0
Engineering Charges	$229,209	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$36,567	$0	$0	$0	$0	$0	$0
TOTAL	**$359,709**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs are for landscape maintenance. The Transportation Departments operating budget will absorb additional O and M.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$270	$278	$286	$295	$304	$1,662
TOTAL	**$270**	**$278**	**$286**	**$295**	**$304**	**$1,662**

Project: 65088 - Downtown Alley Improvements (I) — **Funding Source:** Half Cent Sales Tax

Project Description: Design and construct transformation of existing service alley into a safe environment for pedestrian circulation and limited vehicular traffic.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$86,698	$0	$0	$0	$0	$0	$0
TOTAL	**$86,698**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M includes $2,438 for the maintenance of 10 pedestrian lights, $1,200 for water, $300 for landscape maintenance by an outside company, $2,200 for downtown beautification crew maintenance and $300 for electricity. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$300	$309	$318	$328	$338	$1,846
Utilities	$1,200	$1,236	$1,273	$1,311	$1,351	$7,386
Equip. Maint.	$2,438	$2,511	$2,586	$2,664	$2,744	$15,005
Electrical	$300	$309	$318	$328	$338	$1,846
Landscape	$2,200	$2,266	$2,334	$2,404	$2,476	$13,540
TOTAL	**$6,438**	**$6,631**	**$6,829**	**$7,035**	**$7,247**	**$39,623**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65089 - Pavement Management (I) — **Funding Source:** Half Cent Sales Tax

Project Description: Pavement maintenance program funds are used to maximize the life of the street network. This may include activities ranging from surface preparation, repairs and treatments, to heavy full depth paving and rubberized asphalt overlays. Pavement maintenance and rehabilitation activities are recommended to properly address the needs of each individual street segment using data gathered in the development of the pavement management program. Streets are selected and scheduled within the available funding.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$2,374,590	$1,962,709	$1,962,709	$1,962,709	$1,962,709	$1,962,709	$9,813,543
Engineering Charges	$17,664	$17,664	$17,664	$17,664	$17,664	$17,664	$88,322
Arts	$19,627	$19,627	$19,627	$19,627	$19,627	$19,627	$98,135
TOTAL	**$2,411,881**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No additional O and M is needed for this project.

Project: 65092 - Maryland Ave Bike Rte Spot Imp (I) — **Funding Source:** Half Cent Sales Tax

Project Description: The project will add additional asphalt for bike lanes where Maryland Avenue is too narrow and build short multiuse path segments to tie Maryland Avenue into existing pathways at Discovery Park. Overall, the project would add 1,776 feet of bikeway improvements to make Maryland Avenue a more continuous bike route from 43rd Avenue to 91st Avenue, at the Glendale Sports Complex.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$0	$122,102	$0	$0	$0	$0	$0
Finance Charges	$0	$1,440	$0	$0	$0	$0	$0
Engineering Charges	$0	$12,000	$0	$0	$0	$0	$0
Arts	$0	$1,221	$0	$0	$0	$0	$0
Contingency	$0	$7,198	$0	$0	$0	$0	$0
TOTAL	**$0**	**$143,961**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65004 - Buses/Vans (R) — **Funding Source:** Half Cent Sales Tax

Project Description: This project replaces buses and vans for local circulators and Dial-a-Ride service. The buses are replaced every four years or when mileage exceeds recommended limits.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$3,000	$1,500	$2,250	$3,000	$3,750	$4,500	$23,699
Equipment	$187,000	$93,500	$140,250	$187,000	$233,750	$280,725	$1,437,711
Contingency	$10,000	$5,000	$7,500	$10,000	$12,500	$14,775	$118,493
TOTAL	**$200,000**	**$100,000**	**$150,000**	**$200,000**	**$250,000**	**$300,000**	**$1,579,903**

Operating Description: No O and M is needed since these are replacements for existing buses and vans.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65014 - Transit Support Capital (R) — **Funding Source:** Half Cent Sales Tax

Project Description: To continue delivery of transit services, replacement capital are needed, including computer equipment, support vehicles and radio systems. Because of past federal funding sources for these items, Transit has not contributed to replacement funds for vehicles or computers.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$750	$1,125	$1,500	$1,875	$2,250	$2,615	$14,095
Contingency	$2,500	$3,750	$5,000	$6,250	$7,500	$8,710	$46,982
Miscellaneous/Other	$74,679	$70,125	$93,500	$116,875	$140,250	$162,879	$878,572
TOTAL	**$77,929**	**$75,000**	**$100,000**	**$125,000**	**$150,000**	**$174,204**	**$939,649**

Operating Description: No additional O and M is required for this project.

Project: 65083 - Speed Cushions (R) — **Funding Source:** Half Cent Sales Tax

Project Description: This project will remove and replace existing modified speed humps with speed cushions and add mitigation devices where warranted. Replacing modified speed humps and constructing new mitigation devices will help address the current backlog of neighborhoods qualifying for traffic mitigation.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$247,409	$0	$132,553	$136,923	$141,503	$0	$0
Finance Charges	$0	$0	$2,349	$2,426	$2,507	$0	$0
Engineering Charges	$0	$0	$8,749	$9,037	$9,339	$0	$0
Arts	$0	$0	$1,326	$1,369	$1,415	$0	$0
Contingency	$0	$0	$11,598	$11,980	$12,381	$0	$0
TOTAL	**$247,409**	**$0**	**$156,575**	**$161,735**	**$167,145**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 65017 - Rail System (N) — **Funding Source:** Half Cent Sales Tax

Project Description: Planning studies, design, right-of-way acquisition and construction of light rail facility to be located on an alignment to be determined. Federal and regional grants will fund 60% of the project. Current cost estimates are based on regional plans prepared by Valley Metro. Costs reflect Glendale's fees to Metro and Alternatives Analysis studies in later years.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$763	$764	$782	$801	$823	$846	$631,766
Contingency	$87	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$2,469,664	$50,186	$51,340	$52,624	$54,044	$55,558	$41,485,939
TOTAL	**$2,470,514**	**$50,950**	**$52,122**	**$53,425**	**$54,867**	**$56,404**	**$42,117,705**

Operating Description: A supplemental budget request will be submitted once the project is near completion in FY 2026.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65030 - Multi-Use Pathway Grand Canal (N) — **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a multiuse path from just east of the Loop 101 Freeway to New River. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians that extends the existing Grand Canal Linear Park path to the future New River Pathway. Additional federal funds have also been awarded towards this project. Capital costs include local funds to match $500,000 in federal funds available towards this project.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Engineering Charges	$1,149,755	$0	$0	$0	$0	$0	$0
TOTAL	**$1,149,755**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with the maintenance of trash receptacles and 30 foot wide landscaped area along a 6,300 foot long multiuse pathway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$42,827	$44,112	$45,436	$46,799	$255,916
Refuse	$0	$8,959	$9,228	$9,505	$9,790	$53,536
TOTAL	**$0**	**$51,786**	**$53,340**	**$54,941**	**$56,589**	**$309,452**

Project: 65062 - Glendale Sports Facilities Sgn (N) — **Funding Source:** Half Cent Sales Tax

Project Description: This project includes design, purchase and installation of Dynamic Message Signs on arterial streets and lane control signs around the Glendale Sports Facilities in addition to the communications connections of the signs to the central traffic control system. Once this project is completed, the message boards will be used for traffic information dissemination as well as parking management.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$470,000	$0	$0	$0	$0	$0	$0
TOTAL	**$470,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M for this project is for electrical costs of the message signs. Equipment maintenance costs for the expected life is ten years and significant maintenance costs at $5,000 per year after five years of installation. A supplemental budget request will be made when project is close to completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$1,194	$1,230	$6,726
Utilities	$0	$0	$0	$1,194	$1,230	$6,726
Equip. Maint.	$0	$0	$0	$5,304	$5,463	$29,874
TOTAL	**$0**	**$0**	**$0**	**$7,692**	**$7,923**	**$43,326**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2210-Transportation Construction — Category: Transportation

Project: 65063 - New River - Multi-use Pathway (N) — **Funding Source:** Half Cent Sales Tax

Project Description: This project is to construct a multi-use path from the Bethany Home Road alignment to Northern Avenue. The project will provide a safe and convenient, off-street facility for bicyclists and pedestrians that is part of the regional West valley Rivers Multimodal Corridor Master Plan. This project has $1,550,000 in federal funds towards construction costs.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Engineering Charges	$2,391,300	$0	$0	$0	$0	$0	$0
TOTAL	**$2,391,300**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M associated with 8 foot wide landscaped area along a 12,200 foot long multiuse pathway. A supplemental budget request will be made when the project is close to completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Landscape	$0	$21,639	$22,288	$22,957	$23,646	$129,306
TOTAL	**$0**	**$21,639**	**$22,288**	**$22,957**	**$23,646**	**$129,306**

Project: 65080 - Bell/101 Park&Ride/Transit Ctr (N) — **Funding Source:** Half Cent Sales Tax

Project Description: This project will construct a transit center and a park-and-ride facility in the Bell Rd and Loop 101 area to serve the needs of transit passengers from multiple bus routes including express service. Federal funds have been secured for this project.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$2,000,000	$0	$0	$0	$0	$0	$0
TOTAL	**$2,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: There are no direct O and M costs to the City of Glendale related to this project. The facility will be maintained by other parties.

Project: 65090 - Loop 303 Landscape & Design (N) — **Funding Source:** Half Cent Sales Tax

Project Description: Provide funding to Arizona Department of Transportation (ADOT) for additional infrastructure to meet the City's standards or needs that are not specifically addressed in ADOT's design of Loop 303 project. Infrastructure improvements include Intelligent Transportation Systems (ITS) connectivity, enhancement of bridges over local arterial streets, and irrigation waterline for landscaping that meets the City's standard.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$1,158,550	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$78,594	$0	$0	$0	$0	$0	$0
TOTAL	**$1,237,144**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: The cost of the O and M is to pay for the irrigation water for landscape installed to Glendale standards.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Water	$0	$105,787	$108,961	$112,229	$115,596	$632,128
TOTAL	**$0**	**$105,787**	**$108,961**	**$112,229**	**$115,596**	**$632,128**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 2000-HURF/Street Bonds — Category: HURF

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
68913 99th Widening-Camelbck-Northrn	0	0	0	0	0	0	5,154,767
T2710 67th Ave Glendale to Frier	0	0	0	0	0	0	6,921,892
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*12,076,659*
Total Project Expenses:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$12,076,659**
Total FY 2013 Funding:		**$0**					

PROJECT DETAIL: 2000-HURF/Street Bonds — Category: HURF

Project: 68913 - 99th Widening-Camelbck-Northrn (I) **Funding Source:** HURF Bonds

Project Description: Complete street improvements on 99th Avenue from Camelback Road to Northern Avenue as the property develops. Improvements include curb, gutter, sidewalk, streetlights, landscaping and a bridge widening over the Grand Canal. Project also includes the piping of an existing Salt River Project (SRP) irrigation ditch and the underground conversion of the existing utilities. This project is dependent upon private development.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$735,000
Construction	$0	$0	$0	$0	$0	$0	$3,675,000
Finance Charges	$0	$0	$0	$0	$0	$0	$157,817
Engineering Charges	$0	$0	$0	$0	$0	$0	$81,585
Arts	$0	$0	$0	$0	$0	$0	$36,750
Contingency	$0	$0	$0	$0	$0	$0	$468,615
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,154,767**

Operating Description: Estimated 132 street lights ($171 per year) for 1 2/3 years with inflation (3%). Landscaping will be maintained by the commercial development adjacent to the roadway. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	$0	$0	$0	$0	$0	$48,513
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$48,513**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2000-HURF/Street Bonds — Category: HURF

Project: **T2710 - 67th Ave Glendale to Frier (I)** **Funding Source:** HURF Bonds

Project Description: Construct street improvements on 67th Avenue from Glendale Avenue to Frier Drive. This project will widen 67th Avenue, add curb and gutter, sidewalks, street lights, and landscaping. Project will also underground overhead 12kV power lines, move 69kV power poles and underground Salt River Project (SRP) irrigation ditches.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$0	$0	$0	$0	$0	$0	$129,553
Design	$0	$0	$0	$0	$0	$0	$1,000,000
Construction	$0	$0	$0	$0	$0	$0	$5,011,697
Finance Charges	$0	$0	$0	$0	$0	$0	$125,292
Engineering Charges	$0	$0	$0	$0	$0	$0	$92,500
Arts	$0	$0	$0	$0	$0	$0	$50,117
Contingency	$0	$0	$0	$0	$0	$0	$512,733
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,921,892**

Operating Description: Estimate based on two years of O and M. Utility costs are for 42 street lights. Landscape and water costs are for approximately 50,000 sq ft of landscaping. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	$0	$0	$0	$0	$0	$18,468
Landscape	$0	$0	$0	$0	$0	$28,287
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$46,755**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 1340-HURF/Streets Fund — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Replacement of Existing Assets							
T0010 Right-of-Way Rearload Truck	0	0	0	0	0	0	290,000
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*290,000*
Total Project Expenses:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$290,000**
Total FY 2013 Funding:		**$0**					

PROJECT DETAIL: 1340-HURF/Streets Fund — Category: Other

Project: T0010 - Right-of-Way Rearload Truck (R) **Funding Source:** Highway User Revenue Fund

Project Description: Replacement of the existing Right-of-Way rear-loading compactor truck, which is not currently in the city's Vehicle Replacement Fund (VRF). After replacement, the truck will be added to the VRF. The truck is utilized by Right-of-Way staff for the disposal of tree trimmings and other landscaping debris on a daily basis. The useful life of this truck will be 15 years.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$0	$0	$0	$0	$0	$0	$290,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$290,000**

Operating Description: Because this new truck will replace an existing truck, funding is already available for equipment maintenance. The O and M amount of $145,000 represents the first five years (FY's 2018 - 2022) of vehicle replacement contributions required from adding the equipment to the VRF based on a replacement cost of $290,000 and a 15-year expected useful life. A supplemental budget request will be submitted once the truck has been purchased.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$145,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$145,000**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 1650-Transportation Grants — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
67532 Central Signal System	4,550	0	0	0	0	0	0
67540 NF Supplemental Taxi AZ57-X013	10,250	0	0	0	0	0	0
Replacement of Existing Assets							
67533 Replacement Video Equipment	400,000	0	0	0	0	0	0
67536 FTA AZ-90-X103 Grant	257,013	0	0	0	0	0	0
67541 FTA AZ-90-X109	351,252	0	0	0	0	0	0
67542 Grand Ave Infrastructure Imps	1,959,914	0	0	0	0	0	0
Sub-Total - Existing Assets	*2,982,979*	*0*	*0*	*0*	*0*	*0*	*0*
New Assets							
67505 CIP Transport. Grant Reserve	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
67526 DS Multiuse Path: Grand Canal	55,516	0	0	0	0	0	0
67527 DS Multiuse Path: New River	96,996	0	0	0	0	0	0
67528 DS Multiuse Path: Maryland Ave	34,751	0	0	0	0	0	0
67529 FTA Grant X096	496,724	0	0	0	0	0	0
67530 Fiber & Conduit - DMS	75,381	0	0	0	0	0	0
67531 Fiber & Conduit for ITS	54,374	0	0	0	0	0	0
67534 ITS Strategic Plan	206,252	0	0	0	0	0	0
67537 FTA X006 Predesign ArrowheadTC	635,896	0	0	0	0	0	0
67538 FTA 0203 Design ArrowheadTC	840,366	0	0	0	0	0	0
Sub-Total - New Assets	*2,496,256*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*10,000,000*
Total Project Expenses:	**$5,479,235**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 2013 Funding:		**$7,479,235**					

PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: **67532 - Central Signal System (I)** **Funding Source:** Grants

Project Description: Procure a new centralized traffic signal system for remote control of the City's 194 traffic signals.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$4,550	$0	$0	$0	$0	$0	$0
TOTAL	**$4,550**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is required for this project. The project replaces an existing system that is paid for through the ITS budget.

*** New Project**
N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67540 - NF Supplemental Taxi AZ57-X013 (I) **Funding Source:** Grants

Project Description: This grant provides a public transportation alternative for the elderly and persons with disabilities. The project will provide funding for contracted service of taxi trips for qualified persons. Trips must be within a 1-mile buffer zone or less of Glendale's borders.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$10,250	$0	$0	$0	$0	$0	$0
TOTAL	**$10,250**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed due to this project.

Project: 67533 - Replacement Video Equipment (R) **Funding Source:** Grants

Project Description: Modernize the video equipment at the Glendale Traffic Management Center.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$400,000	$0	$0	$0	$0	$0	$0
TOTAL	**$400,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: The replacement project does not require additional O and M.

Project: 67536 - FTA AZ-90-X103 Grant (R) **Funding Source:** Grants

Project Description: The grant includes funds for the replacement of three Dial-A-Ride buses and funds for the maintenance of the Transit Department's bus fleet. The Regional Public Transportation Authority (RPTA) will reimburse the city for the local match portion of the bus purchase.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$64,254	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$192,759	$0	$0	$0	$0	$0	$0
TOTAL	**$257,013**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 67541 - FTA AZ-90-X109 (R) **Funding Source:** Grants

Project Description: This grant is used for capital and ongoing transit capital maintenance. It funds the replacement of two Dial-A-Ride buses and transit vehicle maintenance expenses.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$351,252	$0	$0	$0	$0	$0	$0
TOTAL	**$351,252**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: The project replaces existing buses and pays for capital maintenance. No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67542 - Grand Ave Infrastructure Imps (R) **Funding Source:** Grants

Project Description: APS and SRP to underground existing electrical facilities and provide electrical service to Glendale street lighting system, landscaping, and traffic signal electrical panels from 43rd Avenue to 71st Avenue on Grand Avenue.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$445,435	$0	$0	$0	$0	$0	$0
Construction	$445,435	$0	$0	$0	$0	$0	$0
Miscellaneous/Other	$1,069,044	$0	$0	$0	$0	$0	$0
TOTAL	**$1,959,914**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: The replacement/undergrounding project does not require additional O and M.

Project: 67505 - CIP Transport. Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated transportation related grant opportunities that may arise during the fiscal year.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$0**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No additional O and M is needed.

Project: 67526 - DS Multiuse Path: Grand Canal (N) **Funding Source:** Grants

Project Description: This project is to provide for the design of a multi-use pathway along the Grand Canal from east of Loop 101 to the New River east bank. Once complete, the pathway should connect the existing Grand Canal multi-use pathway to the future New River multi-use pathway.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$55,516	$0	$0	$0	$0	$0	$0
TOTAL	**$55,516**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M is associated with this design project.

Project: 67527 - DS Multiuse Path: New River (N) **Funding Source:** Grants

Project Description: This project provides for the design of a multiuse pathway along the New River east bank from Northern Avenue to Grand Canal. This project is to design a safe and convenient, off-street facility for bicyclists and pedestrians that is part of the regional West Valley Rivers Multimodal Corridor Master Plan. Federal funds will pay for this design project.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$96,996	$0	$0	$0	$0	$0	$0
TOTAL	**$96,996**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M is associated with this design project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67528 - DS Multiuse Path: Maryland Ave (N) **Funding Source:** Grants

Project Description: This project provides for the design of a bike lane along Maryland Avenue from 67th Avenue to 69th Avenue, a multi-use path along Maryland Avenue east of 75th Avenue, and a multi-use path along the Maryland Avenue alignment in the Discovery Park from west of 75th Lane to 77th Drive.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$34,751	$0	$0	$0	$0	$0	$0
TOTAL	**$34,751**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No O and M is associated with this design project.

Project: 67529 - FTA Grant X096 (N) **Funding Source:** Grants

Project Description: This is a Federal Transit Administration grant for replacement bus purchases, computer purchases, and preventative maintenance reimbursement for buses.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$496,724	$0	$0	$0	$0	$0	$0
TOTAL	**$496,724**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed.

Project: 67530 - Fiber & Conduit - DMS (N) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Peoria Avenue between 43rd and 67th Avenues for intelligent transportation systems. Additionally four message signs will be designed for 59th and Glendale Avenues leading into downtown Glendale to display traffic information.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$75,381	$0	$0	$0	$0	$0	$0
TOTAL	**$75,381**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a design project. There are no operating costs associated with the design. Operating funds will be identified during the construction stage of the project.

Project: 67531 - Fiber & Conduit for ITS (N) **Funding Source:** Grants

Project Description: This project will complete the design of fiber, conduit, and cameras along Cactus, Thunderbird, and Greenway roads for intelligent transportation systems.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$54,374	$0	$0	$0	$0	$0	$0
TOTAL	**$54,374**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a design project. There are no operating costs associated with the design. Operating funds will be identified during the construction phase of the project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1650-Transportation Grants — Category: Other

Project: 67534 - ITS Strategic Plan (N) **Funding Source:** Grants

Project Description: This project will complete a citywide Intelligent Transportation System (ITS) Strategic Plan that is consistent with federal, state, and regional plans.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$206,252	$0	$0	$0	$0	$0	$0
TOTAL	**$206,252**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This is a project to develop a study. There are no operating costs associated with the study.

Project: 67537 - FTA X006 Predesign ArrowheadTC (N) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple routes including two express routes, and three local routes. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the predesign for a centralized facility for routes serving the area to provide transit patron parking, and to promote improved bus flow and accessibility for patrons using the routes serving the area.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$635,896	$0	$0	$0	$0	$0	$0
TOTAL	**$635,896**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: This project is for pre-design of the Transit Center. O and M costs will be identified during the design of the project.

Project: 67538 - FTA 0203 Design ArrowheadTC (N) **Funding Source:** Grants

Project Description: North Glendale is currently served by multiple routes, including two express routes and three local routes. These routes provide regional service to the northwest valley. Many of the routes start/end in the area of Loop 101 and Bell Road. This project will provide the design for a centralized facility for routes serving the area to provide transit patron parking and to promote improved bus flow and accessibility for patrons using the routes serving the area.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$840,366	$0	$0	$0	$0	$0	$0
TOTAL	**$840,366**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: O and M costs will be identified during the design of the Transit Center project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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SANITATION
ENTERPRISE FUND

The Sanitation Fund capital program includes the replacement of roll-off trucks, frontload trucks, sideload trucks, rearload trucks, container delivery trucks, pickup trucks and various refuse containers that have reached the end of their serviceable lives. In FY 2012 funding will be used to replace five 20-yard commercial containers, a frontload truck, three sideload trucks, a tractor, and a mechanic's truck.

Project Name: Frontloader Trucks - 17820
Fund #: 2480
Project #: 78002

Project Name: Rolloff Trucks - 17810
Fund #: 2480
Project #: 78001

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FY 2013-2022 CAPITAL IMPROVEMENT PLAN
Fund Summary and Project Detail

FUND SUMMARY: 2480-Sanitation — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Replacement of Existing Assets							
78001 Rolloff Trucks-Commercial	0	25,000	0	458,000	0	258,000	0
78002 Frontload Trucks-Commercial	0	290,000	290,000	290,000	885,000	295,000	1,287,000
78003 Sideload Trucks-Residential	0	825,000	1,740,000	1,450,000	1,450,000	2,320,000	7,250,000
78004 Loose Trash Equip.-Residential	0	90,000	592,200	870,000	1,376,980	1,276,069	1,862,365
78005 Repl Pickup Trucks-Sanitation	0	50,000	0	0	67,010	140,000	70,000
Sub-Total - Existing Assets	*0*	*1,280,000*	*2,622,200*	*3,068,000*	*3,778,990*	*4,289,069*	*10,469,365*
Total Project Expenses:	**$0**	**$1,280,000**	**$2,622,200**	**$3,068,000**	**$3,778,990**	**$4,289,069**	**$10,469,365**
Total FY 2013 Funding:		**$1,280,000**					

PROJECT DETAIL: 2480-Sanitation — Category: Other

Project: 78001 - Rolloff Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of three Rolloff trucks and containers over a 10 year period. Rolloff trucks are used to service the 20 and 40 cubic yard dumpsters used at construction sites as well as both business and residential cleanup projects. The service life of a Rolloff truck is projected to be nine years. This equipment is not included in the city's Vehicle Replacement Fund . In FY 2013, five 20-yard containers will be purchased at a cost of $5,000 each. In FY 2015, two replacement trucks will be purchased at a cost of $214,000 each to replace trucks purchased in FY 2004, and five 40-yard containers at a cost of $6,000 each. In FY 2017, one replacement truck will be purchase at a cost of $258,000 to replace a truck purchased in FY,2008.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$375	$0	$16,766	$0	$3,870	$0
Equipment	$0	$24,625	$0	$441,234	$0	$254,130	$0
TOTAL	**$0**	**$25,000**	**$0**	**$458,000**	**$0**	**$258,000**	**$0**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78002 - Frontload Trucks-Commercial (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of 11 commercial frontload refuse trucks and a commercial container delivery truck over a 10-year period. Service life is projected to be six years, except the delivery truck which is projected at 10 years. These trucks are not in the city's Vehicle Replacement Fund. In FY 2013, replace one frontload truck for $290,000. In FY 2014, replace one frontload truck for $290,000. In FY 2015, replace one frontload truck for $290,000. In FY 2016, replace three frontload trucks for $295,000 each. In FY 2017, replace one frontload truck for $295,000. In FY 2018, replace one frontload truck for $295,000. In FY 2019, replace one frontload truck for $295,000. In FY 2020, replace one frontload truck at a cost of $295.000, and a commercial container truck for $107,000. In FY 2021, replace one frontload truck at a cost of $295,000.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$4,350	$4,350	$4,350	$18,507	$4,425	$19,305
Equipment	$0	$285,650	$285,650	$285,650	$866,493	$290,575	$1,267,695
TOTAL	**$0**	**$290,000**	**$290,000**	**$290,000**	**$885,000**	**$295,000**	**$1,287,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

*** New Project**
N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2480-Sanitation — Category: Other

Project: 78003 - Sideload Trucks-Residential (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of 52 sideload refuse trucks over a 10-year period. Service life is projected at six years for newly purchased equipment. These vehicles are not in the Vehicle Replacement Fund. In FY 2013 replace three trucks at a cost of $275,000 each. In FY 2014 replace six trucks at a cost of $290,000 each. In FY 2015 replace five trucks at a cost of $290,000 each. In FY 2016 replace five trucks at a cost of $290,000 each. In FY 2017 replace eight trucks at a cost of $290,000 each. In FY 2018 replace seven trucks at a cost of $290,000 each. In FY 2019 replace three trucks at a cost of $ 290,000 each. In FY 2020 replace six trucks at a cost of $290,000 each. In FY 2021 replace four trucks at a cost of $290,000 each. In FY 2022 replace five trucks at a cost of $290,000 each.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$12,375	$30,978	$28,882	$30,845	$34,800	$176,762
Equipment	$0	$812,625	$1,709,022	$1,421,118	$1,419,155	$2,285,200	$7,073,238
TOTAL	**$0**	**$825,000**	**$1,740,000**	**$1,450,000**	**$1,450,000**	**$2,320,000**	**$7,250,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78004 - Loose Trash Equip.-Residential (R) **Funding Source:** Sanitation Revenues

Project Description: Replacement of loose trash rearload trucks, tractors and sweepers that are expected to reach the end of their service life. Expected life for rearload trucks, tractors and sweepers is eight years. In FY 2013, replace a tractor at a cost of $90,000. In FY 2014 replace a rearload truck at a cost of $275,000, a tractor at a cost of $96,300 and a sweeper at a cost of $220,900. In FY 2015 replace three rearload trucks at a cost of $290,000 each. In FY 2016 replace two rearload trucks at a cost of $290,000 each, two tractors at a cost of $137,455 each and two sweepers at a cost of $261,035 each. In FY 2017 replace two rearload truck at a cost of $290,000 each, a tractor at a cost of $137,455 and two sweepers at a cost of $279,307 each. In FY 2018 replace two rearload trucks at a cost of $290,000 each and a tractor at a cost of $137,455. In FY 2020 replace three rearload trucks at a cost of $290,000 and a tractor at a cost of $137,455. In 2021 replace a tractor at a cost of $137,455.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$1,350	$8,883	$14,766	$18,898	$19,141	$44,284
Equipment	$0	$88,650	$583,317	$855,234	$1,358,082	$1,256,928	$1,818,081
TOTAL	**$0**	**$90,000**	**$592,200**	**$870,000**	**$1,376,980**	**$1,276,069**	**$1,862,365**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

Project: 78005 - Repl Pickup Trucks-Sanitation (R) **Funding Source:** Sanitation Revenues

Project Description: These pickups will replace aging pickup trucks over a 10-year period. FY 2013, a replacement mechanic's truck at a cost of $50,000. FY 2016, two replacement pickup trucks at a cost of $33,505 each. FY 2017, four replacement pickup trucks at a cost of $35,000 each. In FY 2018, a replacement mechanic's truck at a cost of $70,000.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$645	$0	$0	$1,005	$2,100	$3,727
Equipment	$0	$49,355	$0	$0	$66,005	$137,900	$66,273
TOTAL	**$0**	**$50,000**	**$0**	**$0**	**$67,010**	**$140,000**	**$70,000**

Operating Description: No additional O and M is needed since this is the replacement of existing equipment.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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LANDFILL
ENTERPRISE FUND

FY 2013 will see the replacement of a number of Glendale Municipal Landfill equipment including a water pull tractor, a motor grader and a scraper. Starting in FY 2014 are projects that will lay the groundwork for the closing of the south area of the Glendale Landfill and preparing the north expansion area for future waste cell development as identified in Landfill Development Plan (October 2001). It is projected that the 140 acres in the south half of the landfill will reach approved filling capacity by FY 2015. In preparation for the closing of the south end of the landfill, a combination of carryover and new funding is also available in FY 2013 for relocation of the scalehouse closer to the north end of the landfill.

Project Name: Landfill Entrance Signal
Fund #: 2440
Project #: 78519
Picture Note: Project was completed during FY 2011

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FUND SUMMARY: 2440-Landfill — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
78523 Scalehouse & Road Relocation	52,900	1,073,061	0	0	0	0	0
78526 *LF Gas System Modifications	0	455,359	274,954	0	0	0	0
Replacement of Existing Assets							
78506 Landfill Repl Pickup Truck	0	0	130,000	29,300	0	0	158,300
78509 MRF Forklifts	0	0	32,506	33,481	0	0	108,000
78511 Landfill Compactor Replacement	0	0	0	983,007	0	1,042,872	0
78512 Fuel Tanker Replacement	0	0	0	0	0	0	187,775
78514 Sanitation Insp Trucks - 17740	0	0	59,406	0	136,032	35,000	35,000
78520 Landfill Bulldozer Replacement	0	0	0	0	182,700	253,750	2,135,220
78521 MRF Loader Replacement	0	0	0	0	0	0	228,019
78522 LF Water Pull Tractor Replace	492,275	0	0	0	0	0	624,063
78524 Landfill Motor Grader Replace	0	320,953	0	0	0	0	0
78525 Landfill Scraper Equipment	0	375,000	0	0	0	0	1,551,313
Sub-Total - Existing Assets	*545,175*	*2,224,373*	*496,866*	*1,045,788*	*318,732*	*1,331,622*	*5,027,690*
New Assets							
78503 Landfill Closure (South)	0	0	516,654	205,304	9,100,874	0	0
78505 LF Phase Construction (North)	0	0	0	102,738	4,606,800	102,738	4,349,425
78507 Landfill Soil Excavation	0	0	102,581	13,007,990	0	0	0
Sub-Total - New Assets	*0*	*0*	*619,235*	*13,316,032*	*13,707,674*	*102,738*	*4,349,425*
Total Project Expenses:	**$545,175**	**$2,224,373**	**$1,116,101**	**$14,361,820**	**$14,026,406**	**$1,434,360**	**$9,377,115**
Total FY 2013 Funding:		**$2,769,548**					

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78523 - Scalehouse & Road Relocation (I) **Funding Source:** Landfill Revenues

Project Description: Project provides for roadway improvements to the internal entrance roadway and relocation of the scale house to be closer to the north area. This project will relocate the other facilities supporting the landfill operation including the equipment maintenance area as well as the administrative and field staff office trailers. The scale house and other landfill facilities are currently located where waste will be placed prior to closing the south area of the landfill. According to the landfill's waste capacity calculations, it will take approximately one year to fill this permitted air space. It will be necessary to relocate the scale house in FY 2013 based on our anticipated waste acceptance rate.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$50,000	$70,000	$0	$0	$0	$0	$0
Construction	$0	$787,500	$0	$0	$0	$0	$0
Finance Charges	$750	$13,313	$0	$0	$0	$0	$0
Engineering Charges	$2,150	$36,873	$0	$0	$0	$0	$0
Arts	$0	$7,875	$0	$0	$0	$0	$0
Contingency	$0	$157,500	$0	$0	$0	$0	$0
TOTAL	**$52,900**	**$1,073,061**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is required for this project.

Project: 78526* - LF Gas System Modifications (I) **Funding Source:** Landfill Revenues

Project Description: The Glendale Landfill is required by federal and state environmental regulations to install and maintain an active gas collection system within the landfill. Project provides for improvements to the existing gas collection system including retrofits, extensions, and modifications to the vertical extraction wells and lateral collection pipes. Because the gas wells and collection pipes presently are located above-ground level within the active landfill area, it is necessary to complete the gas well modifications and improvements ahead of filling the landfill sections with additional waste. Project scope also includes burying of the above-ground lateral collection pipes to allow for simpler waste filling operations. This project is required to maintain the sequencing plan developed for waste filling in the landfill through the end of FY 2014.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$35,000	$25,000	$0	$0	$0	$0
Construction	$0	$356,900	$212,000	$0	$0	$0	$0
Finance Charges	$0	$5,879	$3,555	$0	$0	$0	$0
Engineering Charges	$0	$18,321	$11,079	$0	$0	$0	$0
Arts	$0	$3,569	$2,120	$0	$0	$0	$0
Contingency	$0	$35,690	$21,200	$0	$0	$0	$0
TOTAL	**$0**	**$455,359**	**$274,954**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78506 - Landfill Repl Pickup Truck (R) **Funding Source:** Landfill Revenues

Project Description: Landfill currently has six pickup trucks in its equipment fleet that will require replacement over the next ten years. Pickup trucks are used by the landfill inspector, mechanic, crew leader, supervisor, and field employees. Two trucks will reach the end of their serviceable life in FY 2014 and FY 2015. The vehicle due for replacement in FY 2014 is a heavy duty truck equipped with an 11 foot crane, heavy duty tool boxes, air compressor, and a gas welder. The project also includes the replacement of four trucks reaching the end of their service life during the second five years. These replacement trucks include a flat bed truck and a pickup both with Tommy lifts in FY 2019, a pickup in FY 2021, and a pickup in FY 2022. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the vehicles are purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$0	$0	$130,000	$29,300	$0	$0	$158,300
TOTAL	**$0**	**$0**	**$130,000**	**$29,300**	**$0**	**$0**	**$158,300**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78509 - MRF Forklifts (R) **Funding Source:** Landfill Revenues

Project Description: The Materials Recovery Facility (MRF) currently has a total of four forklifts in its fleet used for a variety of heavy lifting purposes including loading, unloading, and transporting recyclable bales. This project includes the replacement of two forklifts that are expected to reach the end of their serviceable lives in FY 2014 and FY 2015 as well as replacement of forklifts that will be due for replacement during the second five years. Replacement of forklifts in the second five years is scheduled to occur in FY 2019, FY 2021 and FY 2022 at an approximate cost of $36,000 per piece of equipment. The MRF forklifts have an estimated service life of approximately seven years, although replacement schedules may be adjusted depending on hours of use and equipment condition. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$0	$0	$32,506	$33,481	$0	$0	$108,000
TOTAL	**$0**	**$0**	**$32,506**	**$33,481**	**$0**	**$0**	**$108,000**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that are expected to reach the end of their serviceable lives.

Project: 78511 - Landfill Compactor Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Project provides for the rebuild and replacement of the landfill compactors at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. One compactor, which was purchased in 2000, will reach the end of its serviceable life in FY 2015 and require replacement. The other compactor, which was purchased in 2007, will require a certified rebuild or new replacement in FY 2017. The compactors are essential pieces of equipment used on a daily basis for proper placement and compaction of solid waste within the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$14,527	$0	$15,412	$0
Equipment	$0	$0	$0	$968,480	$0	$1,027,460	$0
TOTAL	**$0**	**$0**	**$0**	**$983,007**	**$0**	**$1,042,872**	**$0**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment this is expected to reach the end of its serviceable life.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78512 - Fuel Tanker Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the fuel tanker, which was purchased in 2008, and is expected to reach the end of its serviceable life in FY 2018. The fuel tanker truck transports diesel fuel from the on site storage tank to the landfill heavy equipment located on the active waste disposal area. It is an essential piece of support equipment at the landfill for maximizing operational efficiencies and minimizing equipment downtime. Landfill equipment is not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$2,775
Equipment	$0	$0	$0	$0	$0	$0	$185,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$187,775**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78514 - Sanitation Insp Trucks - 17740 (R) **Funding Source:** Landfill Revenues

Project Description: Sanitation Inspectors enforce the regulations related to refuse collection, recycling collection and loose trash services. They contact residents to respond to questions and educate residents on proper procedures for services. Purchase of eight replacement pickups over a 10-year period. Service life is projected to be approximately seven years. In FY 2014, two replacement trucks costing a projected $29,703 each. In FY 2016, four replacement trucks at a cost of $34,008 each. In FY 2017, a replacement truck at a cost of $35,000. In FY 2018, one replacement truck at a cost of $35,000.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$891	$0	$2,040	$525	$525
Equipment	$0	$0	$58,515	$0	$133,992	$34,475	$34,475
TOTAL	**$0**	**$0**	**$59,406**	**$0**	**$136,032**	**$35,000**	**$35,000**

Operating Description: No additional O and M is needed for this project.

Project: 78520 - Landfill Bulldozer Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Project provides for the rebuild and/or replacement of the landfill bulldozers at the end of their serviceable life or on an appropriate schedule based on current usage hours and equipment condition. Both Model D-8 and Model D-9 bulldozers will require a powertrain rebuild in FY 2016 and FY 2017, respectively. This project also includes funds for replacement of the Model D-8 bulldozer in FY 2019 and the Model D-9 bulldozer in FY 2020. Bulldozers are used at the landfill primarily to push garbage into position for the compactors. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$2,700	$3,750	$31,555
Equipment	$0	$0	$0	$0	$180,000	$250,000	$2,103,665
TOTAL	**$0**	**$0**	**$0**	**$0**	**$182,700**	**$253,750**	**$2,135,220**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78521 - MRF Loader Replacement (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of loader used to move recyclables from the Materials Recovery Facility (MRF) tipping floor to the processing line. The current loader was purchased in FY 2009 and is expected to reach the end of its serviceable life in FY 2019. MRF vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$3,420
Equipment	$0	$0	$0	$0	$0	$0	$224,599
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$228,019**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78522 - LF Water Pull Tractor Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of water pull truck, which was purchased in 2012 and is expected to reach the end of its serviceable life in FY 2020. The water pull truck is a critical piece of support equipment for reducing dust and maintaining compliance with the existing air quality permit. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$9,222
Equipment	$492,275	$0	$0	$0	$0	$0	$614,841
TOTAL	**$492,275**	**$0**	**$0**	**$0**	**$0**	**$0**	**$624,063**

Operating Description: No additional O and M is needed since new equipment will replace aging existing equipment.

Project: 78524 - Landfill Motor Grader Replace (R) **Funding Source:** Landfill Revenues

Project Description: Replacement of the motor grader that is expected to reach the end of its serviceable life in FY 2013. The motor grader is an essential piece of support equipment used to establish and maintain the temporary roads on the active portion of the landfill. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$4,743	$0	$0	$0	$0	$0
Equipment	$0	$316,210	$0	$0	$0	$0	$0
TOTAL	**$0**	**$320,953**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78525 - Landfill Scraper Equipment (R) **Funding Source:** Landfill Revenues

Project Description: The scraper is an essential piece of support equipment that excavates, transports, and stockpiles soil used for covering waste disposed at the landfill. Project provides for a powertrain rebuild of the landfill auger scraper in FY 2013. Funds are also programmed during the second five years for either a certified rebuild or a new replacement of the scraper, which is anticipated to occur in FY 2018 based on hours of use and equipment condition. Landfill vehicles and equipment are not included in the Vehicle Replacement Fund. Instead the equipment is purchased with cash or financed at the time of acquisition.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Finance Charges	$0	$0	$0	$0	$0	$0	$22,926
Equipment	$0	$375,000	$0	$0	$0	$0	$1,528,387
TOTAL	**$0**	**$375,000**	**$0**	**$0**	**$0**	**$0**	**$1,551,313**

Operating Description: No additional O and M is needed since new equipment will replace existing equipment that is expected to reach the end of its serviceable life.

Project: 78503 - Landfill Closure (South) (N) **Funding Source:** Landfill Revenues

Project Description: Project provides for closure of the south area of the landfill after the permitted air space is completely filled with waste. A landfill reaching its permitted capacity is required by federal and state law to be closed with a final cover system, which includes a vegetative layer, a compacted soil layer, additional gas system wells, erosion control, and storm water control measures. Funds in FY 2014 provide for the installation of six out of the sixteen needed storm water drainage devices (down drains) on the eastern and southern portions of the landfill, which are anticipated to reach final grade in 2013. Installation of the remaining storm water devices will be completed as part of final closure of the entire 140-acre south area, which is anticipated to reach filling capacity in early 2016.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$50,000	$200,000	$250,000	$0	$0
Construction	$0	$0	$376,320	$0	$7,152,522	$0	$0
Finance Charges	$0	$0	$6,395	$3,000	$111,038	$0	$0
Engineering Charges	$0	$0	$4,912	$2,304	$85,284	$0	$0
Arts	$0	$0	$3,763	$0	$71,525	$0	$0
Contingency	$0	$0	$75,264	$0	$1,430,505	$0	$0
TOTAL	**$0**	**$0**	**$516,654**	**$205,304**	**$9,100,874**	**$0**	**$0**

Operating Description: Funds provided in supplies/contracts are annual costs for post-closure ($220,554) at the landfill. Post-closure costs include monitoring, maintenance, and repair of the following items: landfill gas control system, groundwater monitoring system, storm water monitoring, final cover/vegetative cover inspection, landfill settlement monitoring, access roads, drainage control system, site security inspection, and administrative reporting. Annual post-closure maintenance, monitoring, and repair activities will begin once closure of the south area is completed.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$220,554	$220,554	$1,102,770
TOTAL	**$0**	**$0**	**$0**	**$220,554**	**$220,554**	**$1,102,770**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2440-Landfill — Category: Other

Project: 78505 - LF Phase Construction (North) (N) **Funding Source:** Landfill Revenues

Project Description: This project is required for the development of the northern portion of the landfill and includes phased installation a of liner and a leachate collection system. Funds identified in FY 2015 ($102,738) will be used for engineering design. Funds in FY 2016 ($4,606,800) will pay for construction of North Phase 1a, which is anticipated to begin accepting waste in 2017. Funds identified in FY 2017 ($102,738) will be used for engineering design of North Phase 1b. Funds identified in FY 2018 ($4,349,225) will pay for construction of North Phase 1b, which is anticipated to begin accepting waste in 2019.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$100,000	$100,000	$100,000	$100,000
Construction	$0	$0	$0	$0	$3,640,000	$0	$3,432,000
Finance Charges	$0	$0	$0	$1,500	$56,100	$1,500	$52,980
Engineering Charges	$0	$0	$0	$1,238	$46,300	$1,238	$43,725
Arts	$0	$0	$0	$0	$36,400	$0	$34,320
Contingency	$0	$0	$0	$0	$728,000	$0	$686,400
TOTAL	**$0**	**$0**	**$0**	**$102,738**	**$4,606,800**	**$102,738**	**$4,349,425**

Operating Description: No additional O and M is needed for this project.

Project: 78507 - Landfill Soil Excavation (N) **Funding Source:** Landfill Revenues

Project Description: This project provides for excavation of Phase 1 in the north expansion area to prepare for future landfill cell development. It includes excavation of approximately one-third of the north expansion area, removal of berm located between the north area and the Materials Recovery Facility (MRF) as well as utility relocation due to berm removal. Excavated soil will be stockpiled in various storage locations on the landfill property. Excavation of the remaining two-thirds will occur as part of future landfill phase construction.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$100,000	$100,000	$0	$0	$0
Construction	$0	$0	$0	$10,442,915	$0	$0	$0
Finance Charges	$0	$0	$1,500	$158,144	$0	$0	$0
Engineering Charges	$0	$0	$1,081	$113,919	$0	$0	$0
Arts	$0	$0	$0	$104,429	$0	$0	$0
Contingency	$0	$0	$0	$2,088,583	$0	$0	$0
TOTAL	**$0**	**$0**	**$102,581**	**$13,007,990**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

AIRPORT CAPITAL GRANTS

During the next decade, the Glendale Airport will continue to grow in response to the business and recreational needs of Glendale and West Valley residents. Like most municipal airports, Glendale's airport relies heavily on federal and state grants to accomplish capital improvements. The grant-funded portion of airport projects has recently changed from 97.5% (95% federal and 2.5% state) to 95.53% (91.06% federal and 4.47% state). The city's match of 4.47% will come from the voter-approved, half-cent sales transportation tax.

The use of FY 2013 airport capital funding is contingent on the city receiving Federal Aviation Administration (FAA) grants. The city will pursue grant funding for projects related to the removal of a blast fence, a runway protection zone land purchase and a capacity study.

Project Name: Airport-Master Plan Update
Funding Source: FAA & ADOT Grants/Transportation Half-Cent Sales Tax
Fund #: 2120
Project #: 79511

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FUND SUMMARY: 2120-Airport Capital Grants — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
79504 Airport-Security Upgrade	0	0	0	135,000	1,657,500	0	0
79516 Airport-RSA Remove Blast Fence	691,829	0	0	0	0	0	0
T1472 *Airport EA for Channelization	0	0	0	0	0	195,000	0
Replacement of Existing Assets							
79511 Airport-Master Plan Update	0	0	0	0	0	292,500	0
Sub-Total - Existing Assets	*691,829*	*0*	*0*	*135,000*	*1,657,500*	*487,500*	*0*
New Assets							
79517 Land Purchase	15,000,000	0	0	0	0	0	0
79518 Airport-EA Land Acq. 43 Acres	146,775	150,638	0	0	0	0	0
79519 Airport-Capacity Study	50,000	0	0	0	0	0	0
T1463 Airport-EA East TWY, NW Ramp	0	0	438,750	0	0	0	0
T1469 Airport-Eastside Taxiway	0	0	0	315,000	4,387,500	0	0
T1470 Airport-EMAS Taxiway Pavement	0	0	0	0	63,000	682,500	0
T1471 Airport-EMAS Design/Constr	0	0	0	0	561,600	7,020,000	0
Sub-Total - New Assets	*15,196,775*	*150,638*	*438,750*	*315,000*	*5,012,100*	*7,702,500*	*0*
Total Project Expenses:	**$15,888,604**	**$150,638**	**$438,750**	**$450,000**	**$6,669,600**	**$8,190,000**	**$0**
Total FY 2013 Funding:		**$16,039,242**					

PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: **79504 - Airport-Security Upgrade (I)** **Funding Source:** Grants/City Match

Project Description: These are FAA, ADOT, and city funded projects to enhance airport security designing, acquiring, and installing additional perimeter security cameras and related support equipment.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$135,000	$1,657,500	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$135,000**	**$1,657,500**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: 79516 - Airport-RSA Remove Blast Fence (I) — **Funding Source:** Grants/City Match

Project Description: The FAA runway safety action group has identified the moving of the blast fences in the runway safety area (RSA) at the end of Runway 19 due to a safety hazard.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$48,149	$0	$0	$0	$0	$0	$0
Construction	$624,998	$0	$0	$0	$0	$0	$0
Engineering Charges	$15,915	$0	$0	$0	$0	$0	$0
Arts	$2,767	$0	$0	$0	$0	$0	$0
TOTAL	**$691,829**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T1472* - Airport EA for Channelization (I) — **Funding Source:** Grants/City Match

Project Description: Conduct an Environmental Assessment for channelization of the New River, which is necessary to meet the safety area requirements of the runway.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$0	$195,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$195,000**	**$0**

Operating Description: No additional O and M is required for this project.

Project: 79511 - Airport-Master Plan Update (R) — **Funding Source:** Grants/City Match

Project Description: The Airport Master Plan was last updated in 2009 and guides the future development of the airport, identifies grant funding opportunities for capital improvements and forecasts aircraft operations. The FAA recommends updates to the master plan every 5-10 years.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$0	$292,500	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$292,500**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 79517 - Land Purchase (N) — **Funding Source:** Grants/City Match

Project Description: Acquire land north of approach to Runway 19 for runway protection zone for the safety of aircraft operations.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Land	$15,000,000	$0	$0	$0	$0	$0	$0
TOTAL	**$15,000,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: 79518 - Airport-EA Land Acq. 43 Acres (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment, survey, and appraisal are required on the acquisition of 43 acres of land to protect the runway safety area off the end of Runway 19 for aircraft operations.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$146,775	$150,638	$0	$0	$0	$0	$0
TOTAL	**$146,775**	**$150,638**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: 79519 - Airport-Capacity Study (N) **Funding Source:** Grants/City Match

Project Description: The capacity study is a joint study between the City of Glendale and John F. Long to determine if there is a need for a second runway.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$50,000	$0	$0	$0	$0	$0	$0
TOTAL	**$50,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T1463 - Airport-EA East TWY, NW Ramp (N) **Funding Source:** Grants/City Match

Project Description: An environmental assessment (EA) is required prior to the construction of an eastside taxiway and northwest ramp for future aviation development on the eastside of the airport property.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$438,750	$0	$0	$0	$0
TOTAL	**$0**	**$0**	**$438,750**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

Project: T1469 - Airport-Eastside Taxiway (N) **Funding Source:** Grants/City Match

Project Description: Pending an environmental assessment design only for an eastside taxiway and ramps for future expansion of airport facilities that are needed for future growth of forecasted aviation. The taxiway and ramps are for movement of aircraft to hangars and support services.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$315,000	$4,387,500	$0	$0
TOTAL	**$0**	**$0**	**$0**	**$315,000**	**$4,387,500**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2120-Airport Capital Grants — Category: Other

Project: **T1470 - Airport-EMAS Taxiway Pavement (N)** **Funding Source:** Grants/City Match

Project Description: Design and pave taxiway on Runway 01 for Engineered Materials Arresting Systems (EMAS) product for the safety of aircraft over running the runway end.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$63,000	$682,500	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$63,000**	**$682,500**	**$0**

Operating Description: No additional O and M is required for this project.

Project: **T1471 - Airport-EMAS Design/Constr (N)** **Funding Source:** Grants/City Match

Project Description: Design and construct Engineered Materials Arresting Systems (EMAS) at Runway's 01 and 19 in the runway safety areas to stop aircraft that are in an emergency situation and have run out of runway length.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$561,600	$7,020,000	$0
TOTAL	**$0**	**$0**	**$0**	**$0**	**$561,600**	**$7,020,000**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

OTHER CAPITAL PROJECT FUNDS

Other Federal and State Grants

The majority of Glendale's grants for capital projects come from the federal or state government. The grants in this category are open and competitive. The CIP grant reserve appropriation represents a contingency appropriation for unanticipated grant opportunities that may arise during the fiscal year.

General Fund

General Fund projects that are typically referred to as pay-as-you-go (PAYGO) projects are funded with General Fund operating dollars. Therefore they are typically balanced against base budget operations, vehicle and technology replacement premiums, supplemental requests and possible salary increases. Funding in FY 2013 is available for the ongoing Building Maintenance Reserve for emergency building repairs and equipment upgrades needed to support the GIS Enterprise System.

Camelback Ranch Events

The new Capital Repair – Camelback Ranch Project was created to capture the replacement and repair costs the city is responsible for according to the facility use agreement.

Civic Center

Projects in this category are considered PAYGO projects and are funded with General Fund operating dollars. A Civic Center 10 Year Restoration project is included in FY 2013; this project will utilize $200,000 that was set-aside per City Council direction in FY 2007. An additional $100,000 is included in the Government Facility General Obligation Bond Fund. The ongoing Civic Center Maintenance Reserve is also available for emergency repairs at the Civic Center or for emergency replacement of Civic Center equipment.

Technology Infrastructure

In FY 2008 a new fund was added to the General Fund PAYGO category. New Information Technology projects are included in the last five years of the capital plan.

The Strategic Initiatives Group (SIG) submitted projects in this category. SIG, with representatives from all city departments, was initiated to provide a viable, consolidated request for information technology infrastructure. SIG compiled a list of information technology needs that meet three criteria: (1) direct customer service benefits to citizens; (2) creation of efficiencies in operations and cost savings; and (3) technology that is crucial to operations using the current number of employees.

Arts Commission

The Municipal Art Fund promotes the creative use of art in public places. One percent of the cost associated with each public construction project is set aside for the purchase and maintenance of public art. The Glendale Arts Commission was formed to select works of art to be commissioned or purchased through the Municipal Arts Fund. This fund has been used to purchase the recently dedicated Glendale Public Safety Memorial located in the Glendale Civic Center Plaza and the award-winning brick sculpture, "Tribute to Firefighters," at Fire Station 157, as well as other art pieces in various locations within the city.

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FUND SUMMARY: 1840-Other Federal and State Grants — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
New Assets							
80013 CIP Grant Reserve	0	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Sub-Total - New Assets	*0*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*2,000,000*	*10,000,000*
Total Project Expenses:	**$0**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**
Total FY 2013 Funding:		**$2,000,000**					

PROJECT DETAIL: 1840-Other Federal and State Grants — Category: Other

Project: 80013 - CIP Grant Reserve (N) **Funding Source:** Grants

Project Description: This represents reserve appropriation for unanticipated grant opportunities that may arise during the fiscal year.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$2,000,000	$10,000,000
TOTAL	**$0**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$2,000,000**	**$10,000,000**

Operating Description: No additional O and M is needed. Project reflects appropriation only.

*** New Project**
N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 1000-General Fund — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Replacement of Existing Assets							
81013 Bldg. Maintenance Reserve	0	50,000	50,000	50,000	50,000	50,000	250,000
81062 GIS Enterprise System	0	415,300	0	0	0	0	0
T4620 Resurface Library Parking Lots	0	0	0	0	0	0	130,471
Sub-Total - Existing Assets	*0*	*465,300*	*50,000*	*50,000*	*50,000*	*50,000*	*380,471*
New Assets							
T4736 City Fiber Optic Study	0	0	0	0	0	0	419,600
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*419,600*
Total Project Expenses:	**$0**	**$465,300**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$800,071**
Total FY 2013 Funding:		**$465,300**					

PROJECT DETAIL: 1000-General Fund — Category: Other

Project: 81013 - Bldg. Maintenance Reserve (R) **Funding Source:** General Fund

Project Description: This project is intended to support emergency replacements and repairs of building components for city owned buildings.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
TOTAL	**$0**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1000-General Fund — Category: Other

Project: **81062 - GIS Enterprise System (R)** **Funding Source:** General Fund

Project Description: The city's Geographic Information Systems (GIS) has grown at a faster rate than the current technology infrastructure can handle. In the last year alone, GIS data storage has tripled in size. Glendale's GIS has evolved from a decentralized team of individuals providing maps, to the creation of an enterprise database with "location-based" information. Due to the need for expanded data storage space and faster processing speeds, existing equipment located at the Emergency Operation Center has been used to meet increased system demands. This short term solution manages growth without putting an additional burden on the city's General Fund. In FY 2013 it is expected that the equipment will not meet standard vendor and operational requirements needed to support core GIS functions within the enterprise system. Without a replacement system, city departments could experience delays in data updates and reduced workflow for field and customer service workers, leading to slower service.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	$0	$415,300	$0	$0	$0	$0	$0
TOTAL	**$0**	**$415,300**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: Presently, the GIS system is not in the Technology Replacement Fund. It is imperative that contributions be made to the TRF due to the enterprise nature of the GIS system. The GIS system requires replacement every five years to maintain support status. O and M will also cover annual licenses. The additional O and M will be absorbed by the department.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
PC/Vehicle Replacement	$94,451	$94,451	$94,451	$94,451	$94,451	$472,255
TOTAL	**$94,451**	**$94,451**	**$94,451**	**$94,451**	**$94,451**	**$472,255**

Project: **T4620 - Resurface Library Parking Lots (R)** **Funding Source:** General Fund

Project Description: Repave and seal the 23 year old asphalt parking lot at the Main Library and slurry seal the 11 year old parking lot at the Foothills Branch Library. The Main Library's parking lot has deteriorated to the point that a 1 1/2" fabric overlay is needed. A heavy grade slurry seal is recommended for the Foothills Branch Library in order to preserve the life span of the asphalt, which, with proper maintenance, should reach 20-30 years.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$130,471
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$130,471**

Operating Description: O and M is required for asphalt maintenance starting in 2020. The industry standard for asphalt maintenance is to seal every 2-3 years from the completion date. Maintenance includes crack sealing and restriping of parking lots. A supplemental budget request will be submitted once the project is near completion. Annual O and M is $12,763 for each parking lot at current day pricing.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Bldg. Maint.	$0	$0	$0	$0	$0	$30,120
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$30,120**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1000-General Fund — Category: Other

Project: **T4736 - City Fiber Optic Study (N)** **Funding Source:** General Fund

Project Description:

The existing city owned fiber optic infrastructure is nearing capacity and currently does not extend to several city facilities. The purpose of this study is to review the existing fiber cable and conduit capacity and then make recommendations for future planning. This study will create a road map for Information Technology and Intelligent Transportation to follow as the city continues to expand its voice and data communications. This study will evaluate the existing infrastructure to determine capacity and usage and provide recommendations on improving current design and usage. This study would also recommend and produce a long term plan to provide redundancy to critical city locations and to connect all city buildings to the fiber infrastructure.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$400,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$19,600
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$419,600**

Operating Description:

No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 1283-Camelback Ranch Events — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Replacement of Existing Assets							
84200 *Capital Repair-Camelback Ranch	10,732	247,474	0	0	0	0	0
Sub-Total - Existing Assets	*10,732*	*247,474*	*0*	*0*	*0*	*0*	*0*
Total Project Expenses:	**$10,732**	**$247,474**	**$0**	**$0**	**$0**	**$0**	**$0**
Total FY 2013 Funding:		**$258,206**					

PROJECT DETAIL: 1283-Camelback Ranch Events — Category: Other

Project: **84200* - Capital Repair-Camelback Ranch (R)** **Funding Source:** General Fund

Project Description: The city is responsible for funding all capital repairs and facility upgrades per the Facility Use Agreement. Capital repair means any work which is reasonably required to be performed in and about the facility to repair, restore, upgrades or replace any components of the Camelback Ranch facility that may require such work due to damage, destruction, ordinary wear and tear, defects in construction or design, or any other cause.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Construction	$10,732	$0	$0	$0	$0	$0	$0
Equipment	$0	$182,478	$0	$0	$0	$0	$0
Contingency	$0	$25,000	$0	$0	$0	$0	$0
Miscellaneous/Other	$0	$39,996	$0	$0	$0	$0	$0
TOTAL	**$10,732**	**$247,474**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed for this project.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 1740-Civic Center — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
84551 Civic Center Renovation	0	0	0	0	0	0	3,895,734
Replacement of Existing Assets							
84554 Civic Ctr. Maintenance Reserve	0	50,000	50,000	50,000	50,000	50,000	250,000
84555 Civic Center 10 Yr Restoration	200,000	0	0	0	0	0	0
Sub-Total - Existing Assets	*200,000*	*50,000*	*50,000*	*50,000*	*50,000*	*50,000*	*4,145,734*
Total Project Expenses:	**$200,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$4,145,734**
Total FY 2013 Funding:		**$250,000**					

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1740-Civic Center — Category: Other

Project: 84551 - Civic Center Renovation (I) **Funding Source:** General Fund

Project Description: This enhancement would create another signature feature at the Glendale Civic Center. The east courtyard would be converted into more meeting room space with sky lighting. This project also involves renovating and developing the grass (open space), south of the Civic Center into functional use space that can be booked for private events. This 5,000 square foot renovation to the Civic Center will enhance amenities, provide more pre-function space, attract clients and allow the facility to remain competitive within the surrounding marketplace.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$756,000
Construction	$0	$0	$0	$0	$0	$0	$2,488,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$35,000
Engineering Charges	$0	$0	$0	$0	$0	$0	$60,014
Arts	$0	$0	$0	$0	$0	$0	$24,880
Equipment	$0	$0	$0	$0	$0	$0	$130,000
Contingency	$0	$0	$0	$0	$0	$0	$341,840
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$60,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$3,895,734**

Operating Description: Additional O and M will be need to be started in FY 2020. This project would include staffing of one Service Worker III position to help maintain the facility and provide additional supervision for event set-up as well as audio/visual technical expertise for the renovated space and one secretary to assist with office support needs and increased events and bookings. Supplies at $0.75 per sq ft and $3,000 for ongoing supplies/contracts, utilities at $2.80 per sq ft, electrical at $1,800 annually, building maintenance at $2.00 per sq ft, equipment maintenance at $0.40 per sq ft and building water usage at $0.143 per sq ft for 5,000 sq ft of expanded Civic Center space. The Civic Center currently has a company that maintains the landscaping in the areas addressed in this request, so no new funding is needed for landscaping or refuse. Currently the project is set up as a one time expense with no ongoing O and M. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$531,296
Supplies/Contr	$0	$0	$0	$0	$0	$33,719
Utilities	$0	$0	$0	$0	$0	$69,937
Bldg. Maint.	$0	$0	$0	$0	$0	$49,955
Equip. Maint.	$0	$0	$0	$0	$0	$9,991
Insurance	$0	$0	$0	$0	$0	$6,069
Electrical	$0	$0	$0	$0	$0	$8,992
Water	$0	$0	$0	$0	$0	$3,572
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$713,531**

Project: 84554 - Civic Ctr. Maintenance Reserve (R) **Funding Source:** General Fund

Project Description: The Civic Center's maintenance reserve is used for emergency repairs at the facility, as well as the replacement of furniture, fixtures, and equipment on an as needed basis. The reserve will ensure that the Civic Center remains a competitive and high quality event venue and it is essential to the continued success of the facility.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
TOTAL	**$0**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**

Operating Description: No additional O and M is needed.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 1740-Civic Center — Category: Other

Project: **84555 - Civic Center 10 Yr Restoration (R)** **Funding Source:** General Fund

Project Description: Funding for this project will be used to replace and upgrade high cost depreciable items that have been in operation and use at the facility for the past 11 years. This funding is for the replacement of crucial items such as carpet, acoustical air walls in the ballroom, banquet chairs, and audio visual systems. The restoration is needed to ensure that the Civic Center remains a competitive, desirable, high-quality event venue and is considered essential to the continued success of the facility. Recommendation for the planning and funding for the replacement of these high cost items was discussed in a City Council Budget Workshop in 2006.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$200,000	$0	$0	$0	$0	$0	$0
TOTAL	**$200,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Operating Description: No additional O and M is needed at this time.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 2150-Technology Infrastructure — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
Existing Assets							
Improvement of Existing Assets							
T7010 Event Management Center Upgrad	0	0	0	0	0	0	1,325,000
T7071 PeopleSoft Phase 2 Enhancement	0	0	0	0	0	0	2,100,000
Replacement of Existing Assets							
T7030 Project/Permit Tracking System	0	0	0	0	0	0	2,500,000
T7050 Facility Audio/Visual Systems	0	0	0	0	0	0	1,820,000
T7072 Library Technology Upgrades	0	0	0	0	0	0	400,000
T7073 City Phone System Replacement	0	0	0	0	0	0	5,500,000
Sub-Total - Existing Assets	*0*	*0*	*0*	*0*	*0*	*0*	*13,645,000*
New Assets							
T7000 City Fiber Optic Communication	0	0	0	0	0	0	16,220,625
Sub-Total - New Assets	*0*	*0*	*0*	*0*	*0*	*0*	*16,220,625*
Total Project Expenses:	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$29,865,625**
Total FY 2013 Funding:		**$0**					

PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

Project: **T7010 - Event Management Center Upgrad (I)** **Funding Source:** General Fund

Project Description: The city acquired the Mobile Command Center (MCC) in 2000 and opened the Traffic Management Center (TMC) in 2004 to improve the city's management of incidents, events, and day-to-day traffic. Signal system management software along with audio/visual and communications equipment within these two centers needs to be upgraded to enhance system functionality and coordination between the Police Department, Traffic Management Center, and Emergency Operations Center.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$25,000
Equipment	$0	$0	$0	$0	$0	$0	$1,300,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,325,000**

Operating Description: No additional O and M is needed. This project replaces and upgrades the existing system. O and M of this system is currently funded in the Transportation Department operating budget.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

Project: **T7071 - PeopleSoft Phase 2 Enhancement (I)** **Funding Source:** General Fund

Project Description: PeopleSoft's Human Capital Management module is coming end of life in December 2014 and Financials in 2017. Major upgrades and significant expense will be required in order to maintain PeopleSoft support after those dates. The City now has the option to continue with PeopleSoft or consider a more cost effective solution that has a lower cost of ownership and promotes further efficiencies throughout the organization.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$2,000,000
Contingency	$0	$0	$0	$0	$0	$0	$100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,100,000**

Operating Description: Additional O and M is not required for upgrading PeopleSoft since annual maintenance is already being paid as well as the PC maintenance. While the O and M cost for a new system is not known at this time, it is not expected to be higher than the current PeopleSoft costs.

Project: **T7030 - Project/Permit Tracking System (R)** **Funding Source:** General Fund

Project Description: The current project/permit system provides automated tracking of all construction projects and city assets. The system is used by the Building Safety, Planning, Transportation, Utilities, Sanitation, Fire, Engineering, Code Compliance, and Economic Development departments for plan review and inspections. The city's current system is supported by Infor which is not expected to continue support indefinitely. Funding is requested to replace or upgrade the current system with a web-based system before the current system becomes obsolete.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$2,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,500,000**

Operating Description: The $160,902 is required for the ongoing service and maintenance agreement associated with the software purchase. Staffing is for a Database Administrator. This FTE would provide ongoing technical assistance and support to the nine departments using the system. The current system maintenance costs are $43,000 per year, with increases of approximately 2% per year. The requirements for the new system are in addition to this current cost. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Staffing	$0	$0	$0	$0	$0	$430,854
Supplies/Contr	$0	$0	$0	$0	$0	$160,902
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$591,756**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

Project: **T7050 - Facility Audio/Visual Systems (R)** **Funding Source:** General Fund

Project Description: The replacement of citywide audio/visual (A/V) equipment that is not currently in the city's Technology Replacement Fund. Although the serviceable life for a number of the identified systems have been extended beyond their expected life cycle, all systems continue to function properly and will be monitored by staff. The systems identified for future replacement include: the Sahuaro Ranch ball complex, the Foothills ball complex, four city pools, the amphitheater outdoor lighting systems, Council Chamber lighting system, A/V equipment in the City Hall Complex, the Main Library A/V and lighting systems, the Adult Center's audio, lighting and security systems, the Foothills Library, and the security camera systems at the Foothills Skate Court and WARP X-Court.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equipment	$0	$0	$0	$0	$0	$0	$1,820,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,820,000**

Operating Description: Total payments for the six year period to the Technology Replacement Fund. Assumes capital cost will be equally spread over the six year period and a six-year life cycle for the equipment per industry equipment standards. $1,820,000/6 = $303,333 * 16.67% = $50,566 paid into replacement fund in year one. This doubles in year two ($101,132) triples in year three ($151,698), quadruples in year four ($202,264), quintuples in year five ($252,830), sextuples in year six ($303,396). The total for FY's 2017 though 2021 is $758,490. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
PC/Vehicle Replacement	$0	$0	$0	$0	$0	$758,490
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$758,490**

Project: **T7072 - Library Technology Upgrades (R)** **Funding Source:** General Fund

Project Description: Replacement of the Integrated Library System (ILS) to ensure that the library's resources remain current with library technology. The ILS is vital to the operation of all library services, integrating the holdings catalog, materials purchases, circulation and patron information.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$0	$0	$0	$0	$0	$400,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$400,000**

Operating Description: Annual maintenance/licensing costs of $50,000. The O and M costs will be offset by $30,000 of existing funding used for maintenance of the current system, so this request includes only a $20,000 increase for O and M. A supplemental budget request will be submitted once the project is near completion. O and M projected start date: 01/03/2019, One-time O and M before inflationary increases: $50,000, Ongoing annual O and M before inflationary increases: $50,000.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Supplies/Contr	$0	$0	$0	$0	$0	$50,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$50,000**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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PROJECT DETAIL: 2150-Technology Infrastructure — Category: Other

Project: **T7073 - City Phone System Replacement (R)** **Funding Source:** General Fund

Project Description: The current telephone switch will be out of production support in 2016, consequently service and parts will no longer be available. The current vendor Nortel was purchased by Avaya in 2010, the Nortel product the city currently owns will be discontinued in 2016. The telephone switch handles all calls coming into the city and will have a direct impact on every department. Because this is a technology project, scope and cost could change significantly as the actual replacement date approaches. Costs provided at this time are only budgetary for planning purposes.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$5,500,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$5,500,000**

Operating Description: O and M is currently paid for from the Telephone Services Fund, an estimated $130,000 annually may be needed for additional O and M costs starting in FY 2017. Software updates at an estimated cost of $300,000 are also included and may be needed every two to three years. A supplemental will be submitted once the telephone system has been replaced.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Equip. Maint.	$0	$0	$0	$0	$0	$1,100,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,100,000**

Project: **T7000 - City Fiber Optic Communication (N)** **Funding Source:** General Fund

Project Description: Installation of conduit and fiber optic cable on arterial streets, and some minor streets, to connect city facilities and the signal system to support traffic operations, city business and the security mesh network. Completing the planned network will eliminate monthly lease fees, which will improve network speeds and allow remote control of signals, cameras and message signs.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Design	$0	$0	$0	$0	$0	$0	$2,000,000
IT/Phone/Security	$0	$0	$0	$0	$0	$0	$395,625
Engineering Charges	$0	$0	$0	$0	$0	$0	$55,000
Equipment	$0	$0	$0	$0	$0	$0	$13,770,000
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$16,220,625**

Operating Description: O and M costs associated with electricity ($4,000) for fiber optic communications equipment as well as the maintenance ($44,000) for fiber and the fiber connections per year. The costs above are for FY 2020 through FY 2022 in inflated dollars. A supplemental budget request will be submitted once the project is near completion.

Operating Costs:	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Utilities	$0	$0	$0	$0	$0	$15,206
Equip. Maint.	$0	$0	$0	$0	$0	$167,262
TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$182,468**

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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FUND SUMMARY: 1220-Arts Commission — Category: Other

Capital Project Expenses	Carryover	FY 2013: New Funding	FY 2014:	FY 2015:	FY 2016:	FY 2017:	FYs 18-22:
New Assets							
84650 Arts Commission	0	150,000	150,000	150,000	150,000	150,000	750,000
Sub-Total - New Assets	*0*	*150,000*	*150,000*	*150,000*	*150,000*	*150,000*	*750,000*
Total Project Expenses:	**$0**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$750,000**
Total FY 2013 Funding:		**$150,000**					

PROJECT DETAIL: 1220-Arts Commission — Category: Other

Project: 84650 - Arts Commission (N) **Funding Source:** Capital Plan

Project Description: City Council Ordinance No. 1226 created a Municipal Art Fund which provides for the purchase of works of art for public places. The Arts Commission selects the art work that will be purchased and/or commissioned.

Capital Costs:	Carryover	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FYs 18-22
Miscellaneous/Other	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
TOTAL	**$0**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$750,000**

Operating Description: Maintenance and restoration of the public art collection is funded in the operating budget.

*** New Project**

N=New Asset, R=Replacement of Existing Asset, I=Improvement of Existing Asset

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GLENDALE

Schedules

Annual Budget, 2012-2013

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SCHEDULES

The budget schedules summarize the City's financial activities in a comprehensive, numeric format. They are intended to give the reader a glance at the city's financial situation. *Schedule 1* is the most comprehensive schedule, offering a summary of all pertinent financial information for all the City's funds. The reader can readily determine the starting and ending fund balances, transfers in and out, revenues and operating, capital and debt service expenditures for each fund.

The remaining schedules provide in-depth detail of budgetary information which is necessary for the smooth operation of the city. All the schedules serve as handy reference materials to City of Glendale employees and to the public.

This section includes detailed analyses and reports for the following areas:

- Schedule 1 *by* ***Category*** includes major sources of inflows & outflows by category (pg 1)
- Schedule 1 *by* ***Fund*** is a summary of the inflows and outflows by fund (pg 2)
- Schedule 2 *by* ***Category*** is a multi-year look at **revenues** all funds combined (pg 6)
- Schedule 2 *by* ***Fund*** is a multi-year look at **revenues** by individual fund (pg 8)
- Schedule 3 is a multi-year look at **operating expenditures** (pg 19)
- Schedule 4 is a summary of scheduled inter-fund **transfers** for the upcoming FY (pg 40)
- Schedule 5 is an analysis of the current and proposed **property tax levy & rate** (pg 41)
- Schedule 6 is a multi-year listing of departmental **authorized staffing** by position (pg 42)
- Schedule 7 - ***Summary*** is a multi-year look at long-term **debt service** obligations (pg 76)
- Schedule 7 - ***Detail*** is a look at each individual long-term **debt service** obligation (pg 82)
- Schedule 8 is a multi-year look at payment requirements for **capital leases** (pg 113)
- Schedule 9 is a listing of **internal services premiums** by fund and department (pg 114)
- Schedule 10 is a listing of general staff and administrative **service charges** (pg 122)
- Schedule 11 lists department's **operating capital** budgets (pg 123)
- Schedule 12 lists any **carryover** savings budgeted by fund and department (pg 125)

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FY 2013 Fund Balance Analysis by Category

(All Dollars in Thousands)

	General	Trust	Special Revenue	Enterprise	Internal Service	Capital	Debt Service	Total
Revenues and Other Sources								
Charges for services	$31,706	$0	$1,370	$97,792	$0	$0	$0	$130,868
Fines and forfeitures	$3,349	$0	$0	$0	$0	$0	$0	$3,349
Interest Income	$287	$22	$159	$86	$37	$44	$659	$1,293
Intergovernmental	$50,346	$0	$62,947	$10,119	$0	$0	$0	$123,413
Licenses and permits	$9,133	$0	$0	$98	$0	$581	$0	$9,813
Miscellaneous	$16,187	$0	$2,573	$6,527	$60	$0	$0	$25,347
Other financing sources	$0	$0	$0	$230	$0	$0	$0	$230
Self insurance premiums	$0	$0	$0	$0	$25,779	$0	$0	$25,779
Taxes revenue	$86,890	$0	$39,866	$0	$0	$0	$19,404	$146,159
Transfer In	$21,013	$0	$1,768	$1,402	$0	$27,863	$37,747	$89,793
Total	$218,910	$22	$108,683	$116,255	$25,876	$28,489	$57,809	$556,044
Expenditures								
	$0	$0	$457	$215	$0	$0	$0	$672
Capital Outlay	$1,124	$0	$25,518	$35,991	$0	$43,530	$0	$106,163
Community Environment	$20	$0	$6,856	$0	$0	$0	$0	$6,876
Community Housing	$0	$0	$0	$12,700	$0	$0	$0	$12,700
Community Services	$18,416	$0	$20,475	$0	$0	$22	$0	$38,913
Contingency	$335	$5,626	$5,744	$7,500	$3,000	$16,892	$0	$39,097
Debt Service	$0	$0	$0	$24,201	$0	$0	$61,815	$86,016
General Government	$28,596	$0	$0	$0	$0	$11	$0	$28,606
Internal Services	$0	$0	$0	$0	$26,780	$0	$0	$26,780
Landfill	$0	$0	$0	$6,978	$0	$0	$0	$6,978
Other	$20,517	$0	$0	$0	$0	$0	$0	$20,517
Public Safety	$80,463	$0	$32,543	$0	$0	$2	$0	$113,008
Public Works	$22,751	$0	$182	$0	$0	$5	$0	$22,938
Sanitation	$0	$0	$0	$14,323	$0	$0	$0	$14,323
Street Maintenance	$791	$0	$6,742	$0	$0	$1	$0	$7,534
Water and Sewer	$0	$0	$0	$47,880	$0	$0	$0	$47,880
Transfer Out	$48,788	$0	$38,214	$0	$0	$1,209	$1,583	$89,793
Total	$221,799	$5,626	$136,731	$149,788	$29,780	$61,671	$63,398	$668,793
Excess (Deficiency) of Revenues over Expenses	($2,889)	($5,605)	($28,048)	($33,533)	($3,904)	($33,182)	($5,589)	($112,749)
Beginning Fund Balance	($1,489)	$5,605	$55,397	$74,764	$7,142	$33,182	$16,522	$191,123
Ending Fund Balance	($4,378)	$0	$27,349	$41,231	$3,238	$0	$10,933	$78,373

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FY 2013 Fund Balance Analysis

(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
General Fund Group:						
1000	General Fund	($12,194)	$155,317	$313	($30,072)	($126,118)
1010	National Events	$335	$0	$0	$0	$0
1040	General Services	$0	$8,993	$0	$0	($8,993)
1100	Telephone Services	$256	$945	$0	$0	($982)
1120	Vehicle Replacement	$3,847	$1,892	$0	$0	($2,796)
1140	Technology Replacement	$2,743	$2,082	$0	$0	($3,166)
1190	Employee Groups	$134	$80	$0	($84)	($20)
1220	Arts Commission	$1,289	$112	$0	$0	($166)
1240	Court Fund	$378	$417	$0	$0	($658)
1260	Library	$317	$184	$0	$0	($155)
1280	Youth Sports Complex	$30	$28	$292	$0	($322)
1281	Stadium Event Operations	$0	$862	$2,022	$0	($2,884)
1282	Arena Event Operations	$223	$407	$17,576	$0	($18,207)
1283	CamelbackRanch EventOps	$55	$39	$193	$0	($29)
1740	Civic Center	$191	$450	$297	$0	($688)
1770	Zanjero Special Revenue	$0	$1,735	$0	($1,735)	$0
1780	Arena Special Revenue	$0	$8,004	$0	($7,887)	($1,117)
1782	PFC Special Revenue	$0	$11,405	$0	($9,010)	$0
1790	Stadium City Sales Tax - AZSTA	$115	$2,400	$0	$0	($2,400)
1870	Marketing Self-Sustaining	$579	$984	$320	$0	($1,303)
2530	Public Safety Training Center	$140	$1,497	$0	$0	($1,496)
2538	Glendale Health Center	$72	$66	$0	$0	($54)
	Sub-Total General Fund Group:	($1,489)	$197,897	$21,013	($48,788)	($171,553)
Special Revenue Fund Group:						
1300	HOME Grant	$0	$773	$0	$0	($773)
1310	Neighborhood Stabilization Pgm	$0	$600	$0	$0	($600)
1311	N'hood Stabilization Pgm III	$0	$1,684	$0	$0	($1,684)
1320	Community Dvpmt Block Grant	$0	$2,337	$0	$0	($2,337)
1340	HURF/Streets Fund	$14,301	$12,759	$0	($1,354)	($6,742)
1640	Local Transp. Assistance	$0	$665	$0	($665)	$0
1650	Transportation Grants	$101	$7,936	$0	$0	($457)
1660	Transportation Sales Tax	$26,836	$21,646	$1,565	($36,194)	($11,823)
1700	Police Sales Tax	$8,208	$12,685	$0	$0	($14,240)
1720	Fire Sales Tax	$456	$6,318	$0	$0	($6,559)
1760	Airport Operating	$0	$456	$144	$0	($600)
1820	CAP Grant	$315	$1,122	$58	$0	($1,287)
1830	Emergency Shelter Grants	$0	$174	$0	$0	($174)
1840	Other Federal and State Grants	$73	$15,800	$0	$0	($12,706)
1842	ARRA Stimulus Grants	$181	$1,787	$0	$0	($1,967)
1860	RICO	$4,248	$2,894	$0	$0	($3,895)
1880	Parks & Rec Self-Sustaining	$419	$1,232	$0	$0	($1,231)
1885	Parks & Rec Designated	$259	$7	$0	$0	($177)
2120	Airport Capital Grants	$0	$16,039	$0	$0	$0
	Sub-Total Special Rev Fund Group:	$55,397	$106,915	$1,768	($38,214)	($67,254)

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FY 2013 Fund Balance Analysis

(All Dollars in Thousands)

General Fund Group:, continued

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
1000	General Fund	($465)	$0	$0	($126,583)	($13,220)
1010	National Events	$0	$0	($335)	($335)	$0
1040	General Services	$0	$0	$0	($8,993)	$0
1100	Telephone Services	$0	$0	$0	($982)	$219
1120	Vehicle Replacement	$0	$0	$0	($2,796)	$2,943
1140	Technology Replacement	$0	$0	$0	($3,166)	$1,659
1190	Employee Groups	$0	$0	$0	($20)	$110
1220	Arts Commission	($150)	$0	$0	($316)	$1,085
1240	Court Fund	$0	$0	$0	($658)	$138
1260	Library	$0	$0	$0	($155)	$346
1280	Youth Sports Complex	$0	$0	$0	($322)	$27
1281	Stadium Event Operations	$0	$0	$0	($2,884)	$0
1282	Arena Event Operations	$0	$0	$0	($18,207)	$0
1283	CamelbackRanch EventOps	($258)	$0	$0	($287)	$0
1740	Civic Center	($250)	$0	$0	($938)	$0
1770	Zanjero Special Revenue	$0	$0	$0	$0	$0
1780	Arena Special Revenue	$0	$0	$0	($1,117)	($1,000)
1782	PFC Special Revenue	$0	$0	$0	$0	$2,395
1790	Stadium City Sales Tax - AZSTA	$0	$0	$0	($2,400)	$115
1870	Marketing Self-Sustaining	$0	$0	$0	($1,303)	$580
2530	Public Safety Training Center	$0	$0	$0	($1,496)	$141
2538	Glendale Health Center	$0	$0	$0	($54)	$84
	Sub-Total General Fund Group:	($1,124)	$0	($335)	($173,011)	($4,378)

Special Revenue Fund Group:, continued

1300	HOME Grant	$0	$0	$0	($773)	$0
1310	Neighborhood Stabilization Pgm	$0	$0	$0	($600)	$0
1311	N'hood Stabilization Pgm III	$0	$0	$0	($1,684)	$0
1320	Community Dvpmt Block Grant	$0	$0	$0	($2,337)	$0
1340	HURF/Streets Fund	$0	$0	($5,744)	($12,486)	$13,220
1640	Local Transp. Assistance	$0	$0	$0	$0	$0
1650	Transportation Grants	($7,479)	$0	$0	($7,936)	$101
1660	Transportation Sales Tax	$0	$0	$0	($11,823)	$2,031
1700	Police Sales Tax	$0	$0	$0	($14,240)	$6,653
1720	Fire Sales Tax	$0	$0	$0	($6,559)	$215
1760	Airport Operating	$0	$0	$0	($600)	$0
1820	CAP Grant	$0	$0	$0	($1,287)	$207
1830	Emergency Shelter Grants	$0	$0	$0	($174)	$0
1840	Other Federal and State Grants	($2,000)	$0	$0	($14,706)	$1,166
1842	ARRA Stimulus Grants	$0	$0	$0	($1,967)	$0
1860	RICO	$0	$0	$0	($3,895)	$3,246
1880	Parks & Rec Self-Sustaining	$0	$0	$0	($1,231)	$420
1885	Parks & Rec Designated	$0	$0	$0	($177)	$89
2120	Airport Capital Grants	($16,039)	$0	$0	($16,039)	$0
	Sub-Total Special Rev Fund Group:	($25,518)	$0	($5,744)	($98,516)	$27,349

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FY 2013 Fund Balance Analysis

(All Dollars in Thousands)

		Beginning Fund Bal.	Projected Revenues	Transfers In	Transfers Out	Operations
Debt Service Fund Group:						
1900	General Obligation Bond Debt	$16,515	$20,062	$209	($1,583)	$0
1920	HURF Debt Service	$7	$0	$4,709	$0	$0
1930	P.F.C. Debt Service	$0	$0	$9,010	$0	$0
1940	M.P.C. Debt Service	$0	$0	$16,489	$0	$0
1970	Transportation Bond Debt	$0	$0	$7,331	$0	$0
	Sub-Total Debt Svc Fund Group:	$16,522	$20,062	$37,747	($1,583)	$0
Capital Fund Group:						
1380	DIF- Library Buildings	$1,739	$7	$0	$0	$0
1400	DIF- Library Books	$0	$0	$0	$0	$0
1420+	DIF- Fire Protection Facilities	$58	$83	$0	$0	$0
1440+	DIF- Police Dept Facilities	$1,180	$68	$0	$0	$0
1460+	DIF- Citywide Parks	$250	$45	$0	$0	$0
1480+	DIF- Citywide Rec Facility	$1,210	$49	$0	($209)	$0
1500+	DIF- Libraries	$3,151	$96	$0	$0	$0
1520	DIF- Citywide Open Space	$503	$2	$0	$0	$0
1540+	DIF- Park Dev Zone 1	$137	$21	$0	$0	$0
1560+	DIF- Park Dev Zone 2	$187	$15	$0	$0	$0
1580+	DIF- Park Dev Zone 3	$51	$8	$0	$0	$0
1600+	DIF- Roadway Improvements	$1,800	$227	$0	($1,000)	$0
1620	DIF-General Government	$182	$1	$0	$0	$0
1980	Street/Parking Bonds	$3,281	$0	$0	$0	($6)
2000	HURF/Street Bonds	$286	$1	$0	$0	($1)
2040	Public Safety Construction	$2,429	$1	$0	$0	($2)
2060	Parks Construction	$280	$0	$0	$0	($7)
2080	Gov't Facilities Construction	$175	$0	$0	$0	($4)
2100	Economic Dev. Construction	$1,688	$0	$0	$0	($2)
2130	Cultural Facility Construction	$339	$0	$0	$0	$0
2140	Open Space/Trails Construction	$587	$0	$0	$0	$0
2160	Library Construction	$0	$0	$0	$0	$0
2180	Flood Control Construction	$6,618	$3	$0	$0	($5)
2210	Transportation Construction	$7,053	$0	$27,863	$0	($14)
	Sub-Total Capital Fund Group:	$33,182	$625	$27,863	($1,209)	($40)
Trust Fund Group:						
2280	Cemetery Perpetual Care	$5,605	$22	$0	$0	$0
Enterprise Fund Group:						
2360+	Water and Sewer	$64,305	$77,906	$0	$0	($48,095)
2440	Landfill	$6,881	$7,892	$920	$0	($6,978)
2480	Sanitation	$1,809	$14,835	$175	$0	($14,323)
2500	Community Housing Services	$1,769	$14,219	$307	$0	($12,700)
	Sub-Total Enterprise Fund Group:	$74,764	$114,853	$1,402	$0	($82,097)
Internal Service Fund Group:						
2540	Risk Management Self Ins.	$3,601	$2,540	$0	$0	($3,025)
2560	Worker's Comp Self Ins.	$2,229	$1,023	$0	$0	($1,407)
2580	Benefits Trust	$1,312	$22,313	$0	$0	($22,349)
	Sub-Total Internal Svc Fund Group:	$7,142	$25,876	$0	$0	($26,780)
	TOTAL	**$191,123**	**$466,251**	**$89,793**	**($89,793)**	**($347,725)**

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FY 2013 Fund Balance Analysis

(All Dollars in Thousands)

		Capital Outlay	Debt Service	Contingency	Total Appropriation	Ending Fund Bal.
Debt Service Fund Group:, continued						
1900	General Obligation Bond Debt	$0	($24,276)	$0	($24,276)	$10,926
1920	HURF Debt Service	$0	($4,709)	$0	($4,709)	$7
1930	P.F.C. Debt Service	$0	($9,010)	$0	($9,010)	$0
1940	M.P.C. Debt Service	$0	($16,489)	$0	($16,489)	$0
1970	Transportation Bond Debt	$0	($7,331)	$0	($7,331)	$0
	Sub-Total Debt Svc Fund Group:	$0	($61,815)	$0	($61,815)	$10,933
Capital Fund Group:, continued						
1380	DIF- Library Buildings	$0	$0	($1,747)	($1,747)	$0
1400	DIF- Library Books	$0	$0	$0	$0	$0
1420+	DIF- Fire Protection Facilities	($11)	$0	($129)	($141)	$0
1440+	DIF- Police Dept Facilities	($11)	$0	($1,237)	($1,248)	$0
1460+	DIF- Citywide Parks	($2)	$0	($293)	($295)	$0
1480+	DIF- Citywide Rec Facility	($2)	$0	($1,048)	($1,050)	$0
1500+	DIF- Libraries	($213)	$0	($3,034)	($3,247)	$0
1520	DIF- Citywide Open Space	($262)	$0	($243)	($505)	$0
1540+	DIF- Park Dev Zone 1	($42)	$0	($116)	($157)	$0
1560+	DIF- Park Dev Zone 2	($141)	$0	($60)	($201)	$0
1580+	DIF- Park Dev Zone 3	($39)	$0	($20)	($58)	$0
1600+	DIF- Roadway Improvements	($257)	$0	($770)	($1,027)	$0
1620	DIF-General Government	($13)	$0	($170)	($182)	$0
1980	Street/Parking Bonds	($2,266)	$0	($1,009)	($3,281)	$0
2000	HURF/Street Bonds	$0	$0	($286)	($287)	$0
2040	Public Safety Construction	($719)	$0	($1,709)	($2,430)	$0
2060	Parks Construction	($142)	$0	($131)	($280)	$0
2080	Gov't Facilities Construction	($172)	$0	$0	($175)	$0
2100	Economic Dev. Construction	($1,624)	$0	($63)	($1,689)	$0
2130	Cultural Facility Construction	($101)	$0	($238)	($339)	$0
2140	Open Space/Trails Construction	$0	$0	($587)	($587)	$0
2160	Library Construction	$0	$0	$0	$0	$0
2180	Flood Control Construction	($2,610)	$0	($4,005)	($6,620)	$0
2210	Transportation Construction	($34,903)	$0	$0	($34,916)	$0
	Sub-Total Capital Fund Group:	($43,530)	$0	($16,892)	($60,462)	$0
Trust Fund Group:, continued						
2280	Cemetery Perpetual Care	$0	$0	($5,626)	($5,626)	$0
Enterprise Fund Group:, continued						
2360+	Water and Sewer	($31,941)	($24,201)	($5,000)	($109,237)	$32,974
2440	Landfill	($2,770)	$0	($2,000)	($11,748)	$3,946
2480	Sanitation	($1,280)	$0	($500)	($16,103)	$716
2500	Community Housing Services	$0	$0	$0	($12,700)	$3,595
	Sub-Total Enterprise Fund Group:	($35,991)	($24,201)	($7,500)	($149,788)	$41,231
Internal Service Fund Group:, continued						
2540	Risk Management Self Ins.	$0	$0	($3,000)	($6,025)	$116
2560	Worker's Comp Self Ins.	$0	$0	$0	($1,407)	$1,845
2580	Benefits Trust	$0	$0	$0	($22,349)	$1,277
	Sub-Total Internal Svc Fund Group:	$0	$0	($3,000)	($29,780)	$3,238
	TOTAL	**($106,163)**	**($86,016)**	**($39,097)**	**($579,000)**	**$78,373**

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Summary of Revenues by Category
(Includes All Funds)

Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
City Sales Tax	$92,717,126	$86,198,143	$81,252,484	$109,634,784
Grants	$22,650,788	$20,199,269	$21,710,145	$56,815,963
Water Revenues	$42,393,912	$44,858,419	$46,740,078	$44,368,174
Sewer Revenue	$28,662,682	$32,301,341	$31,006,477	$31,853,906
State Income Tax	$31,292,382	$23,590,445	$19,336,210	$23,156,962
Miscellaneous	$21,902,931	$24,629,678	$13,697,100	$22,148,896
Property Tax	$33,311,218	$27,487,743	$20,937,987	$21,835,958
Internal Charges	$17,972,244	$19,360,325	$19,270,833	$19,641,433
State Shared Sales Tax	$17,786,351	$18,438,079	$18,337,894	$18,958,462
City Sales Tax - PS .4		$7,062,029	$14,297,367	$14,511,829
City Contributions	$14,273,336	$12,643,745	$13,479,264	$13,673,500
Highway User Revenues	$13,774,184	$13,843,424	$10,550,000	$12,759,293
Residential Sanitiation	$10,299,381	$10,204,897	$10,417,000	$10,412,000
Staff & Adm Chargebacks	$8,404,382	$8,404,382	$9,422,382	$9,422,382
Motor Vehicle In-Lieu	$8,129,455	$7,917,722	$8,125,685	$7,516,147
Employee Contributions	$5,102,408	$4,938,846	$5,114,659	$4,613,000
Retiree Contributions	$3,269,747	$3,373,158	$3,263,758	$4,008,000
Commercial Sanitation Frontload	$3,561,214	$3,390,512	$3,437,000	$3,500,000
Court Revenue	$3,819,749	$3,617,451	$3,219,663	$3,121,197
Recreation Revenue	$2,522,757	$2,384,069	$2,404,578	$3,021,528
Tipping Fees	$2,758,555	$3,166,154	$2,701,720	$2,812,540
State Forfeitures	$3,618,044	$2,208,398	$2,800,000	$2,800,000
Gas/Electric Franchise Fees	$2,717,704	$2,705,246	$2,712,050	$2,722,000
Arena Fees	$5,414,384	$2,582,842	$2,582,152	$2,629,906
Fire Department Other Fees	$1,998,343	$1,890,846	$1,974,000	$2,130,549
Facility Rental Income	$2,524,178	$1,956,507	$2,051,512	$2,120,815
Recycling Sales	$1,915,090	$2,293,642	$1,890,000	$1,836,000
Cable Franchise Fees	$1,468,703	$1,526,340	$1,556,573	$1,547,000
Partner Revenue	$1,872,109	$1,210,332	$1,504,155	$1,496,637
Interest	$2,813,253	$2,111,907	$1,375,921	$1,283,135
Building Permits	$990,838	$1,018,999	$1,071,000	$1,050,000
Security Revenue	$939,371	$898,168	$920,661	$921,549
Plan Check Fees	$598,611	$609,078	$735,000	$735,000

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Summary of Revenues by Category
(Includes All Funds)

Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
LTAF - Lottery	$599,909		$665,234	$665,234
Sales Tax Licenses	$585,970	$632,273	$650,000	$655,950
Right-of-Way Permits	$593,237	$580,039	$630,000	$630,000
Development Impact Fees	$1,093,288	$819,511	$670,876	$581,405
City Property Rental	$544,001	$520,742	$466,876	$520,947
Commercial Sanitation Rolloff	$667,608	$610,416	$475,000	$500,000
Library Fines/Fees	$488,922	$376,097	$352,322	$478,790
Airport Fees	$505,416	$478,074	$439,614	$447,271
Fire Dept CD Fees	$360,079	$225,753	$314,000	$397,800
Water Development Impact Fees	$708,368	$1,033,130	$500,000	$250,000
Loan Proceeds	$3,481,777	$249,877	$242,500	$240,000
Lease Proceeds	$1,526,154	$11,761,648	$210,284	$210,200
Liquor Licenses	$169,396	$187,430	$200,000	$200,000
Planning/Zoning	$186,604	$159,550	$140,000	$182,400
SRP In-Lieu	$199,892	$205,133	$181,236	$176,747
Cemetery Revenue	$163,309	$200,095	$160,000	$160,000
Transit Revenue	$129,626	$129,659	$129,561	$129,750
Bus./Prof. Licenses	$108,740	$117,368	$110,000	$110,000
Engineering Plan Check Revenue	$122,222	$104,267	$105,000	$105,000
Sewer Development Impact Fees	$231,582	$335,520	$200,000	$100,000
Business Licenses	$78,828	$63,297	$80,000	$80,000
Health Care Revenue	$56,328	$73,288	$62,824	$65,966
Miscellaneous Bin Service	$105,066	$105,173	$86,000	$65,000
Outside City Commercial	$17,423	$74,210	$62,600	$60,000
Miscellaneous CD Fees	$123,659	$92,277	$60,000	$60,000
Camelback Ranch Rev - Fire	$28,674	$36,119	$37,800	$39,000
Equipment Rental	$24,061	$29,854	$33,700	$35,500
Federal Forfeitures	$28,187	$747	$30,000	$30,000
Traffic Engineering Plan Check	$29,247	$22,091	$12,000	$15,000
Development Impact Fees	$18,866	$22,750	$14,550	
Sanitation Development Impact Fe	$3,864	$9,156	$7,500	
Bond Proceeds	$41,659,534	$25,685,000		
Grand Total :	**$466,115,267**	**$443,962,680**	**$387,224,785**	**$466,250,505**

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
GENERAL FUND GROUP					
1000 - General					
	City Sales Tax	$50,540,466	$51,585,904	$51,900,000	$75,050,732
	State Income Tax	$31,292,382	$23,590,445	$19,336,210	$23,156,962
	State Shared Sales Tax	$17,786,351	$18,438,079	$18,337,894	$18,958,462
	Staff & Adm Chargebacks	$7,862,000	$7,862,000	$8,862,000	$8,862,000
	Motor Vehicle In-Lieu	$8,129,455	$7,917,722	$8,125,685	$7,516,147
	Gas/Electric Franchise Fees	$2,717,704	$2,705,246	$2,712,050	$2,722,000
	Court Revenue	$3,477,494	$3,260,799	$2,853,032	$2,710,380
	Property Tax	$4,170,237	$3,682,783	$2,943,561	$2,582,325
	Miscellaneous	$2,255,298	$13,484,697	$1,736,270	$2,139,321
	Fire Department Other Fees	$1,998,343	$1,890,846	$1,974,000	$2,130,549
	Recreation Revenue	$1,404,981	$1,274,072	$1,231,000	$1,842,628
	Cable Franchise Fees	$1,468,703	$1,526,340	$1,556,573	$1,547,000
	Building Permits	$990,838	$1,018,999	$1,071,000	$1,050,000
	Plan Check Fees	$598,611	$609,078	$735,000	$735,000
	Sales Tax Licenses	$585,970	$632,273	$650,000	$655,950
	Right-of-Way Permits	$593,237	$580,039	$630,000	$630,000
	Facility Rental Income	$257,819	$354,660	$471,502	$471,502
	City Property Rental	$460,459	$450,926	$406,636	$460,947
	Fire Dept CD Fees	$360,079	$225,753	$314,000	$397,800
	Library Fines/Fees	$251,980	$188,171	$171,502	$297,970
	Interest	$1,224,698	$211,532	$250,000	$250,000
	Lease Proceeds	$325,335	$11,756,156	$210,200	$210,200
	Liquor Licenses	$169,396	$187,430	$200,000	$200,000
	Planning/Zoning	$186,604	$159,550	$140,000	$182,400
	Cemetery Revenue	$163,309	$200,095	$160,000	$160,000
	Bus./Prof. Licenses	$108,740	$117,368	$110,000	$110,000
	Engineering Plan Check Revenue	$122,222	$104,267	$105,000	$105,000
	Business Licenses	$78,828	$63,297	$80,000	$80,000
	Miscellaneous CD Fees	$123,659	$92,277	$60,000	$60,000
	SRP In-Lieu	$28,221	$28,961	$31,236	$26,747
	Traffic Engineering Plan Check	$29,247	$22,091	$12,000	$15,000
	Equipment Rental	$25			
Fund Total - General:		**$139,762,691**	**$154,221,856**	**$127,376,351**	**$155,317,022**
1040 - General Services					
	Internal Charges	$7,922,392	$8,261,881	$8,937,427	$8,992,555
	Miscellaneous		$3,475		

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Fund Total - General Services:	**$7,922,392**	**$8,265,356**	**$8,937,427**	**$8,992,555**
1100 - Telephone Services					
	Internal Charges	$1,007,113	$989,541	$904,272	$944,831
	Fund Total - Telephone Services:	**$1,007,113**	**$989,541**	**$904,272**	**$944,831**
1120 - Vehicle Replacement					
	Internal Charges	$2,116,483	$1,996,860	$1,700,280	$1,625,703
	Miscellaneous	$389,277	$247,393	$250,000	$250,000
	Interest	$39,563	$28,125	$15,902	$16,061
	Fund Total - Vehicle Replacement:	**$2,545,323**	**$2,272,378**	**$1,966,182**	**$1,891,764**
1140 - PC Replacement					
	Internal Charges	$1,978,370	$2,042,766	$1,718,550	$2,067,884
	Interest	$25,248	$20,534	$11,663	$8,973
	Miscellaneous	$46,484	$2,877	$20,000	$5,000
	Fund Total - PC Replacement:	**$2,050,102**	**$2,066,177**	**$1,750,213**	**$2,081,857**
1190 - Employee Groups					
	Miscellaneous	$75,054	$76,666	$80,000	$80,000
	Fund Total - Employee Groups:	**$75,054**	**$76,666**	**$80,000**	**$80,000**
1220 - Arts Commission Fund					
	Miscellaneous	$214,157	$48,477	$91,187	$106,806
	Interest	$17,881	$7,343	$5,224	$5,276
	Fund Total - Arts Commission Fund:	**$232,038**	**$55,820**	**$96,411**	**$112,082**
1240 - Court Security/Bonds					
	Court Revenue	$340,016	$356,560	$366,631	$410,817
	Interest	$2,256	$1,924	$6,469	$6,483
	Miscellaneous	$37,463	$36,731		
	Fund Total - Court Security/Bonds:	**$379,735**	**$395,215**	**$373,100**	**$417,300**
1260 - Library					
	Library Fines/Fees	$236,942	$187,926	$180,820	$180,820
	Miscellaneous	$6,477	$4,391	$3,508	$3,508
	Fund Total - Library:	**$243,419**	**$192,317**	**$184,328**	**$184,328**
1280 - Youth Sports Complex					
	Recreation Revenue	$36,164	$32,021	$27,500	$27,500
	Fund Total - Youth Sports Complex:	**$36,164**	**$32,021**	**$27,500**	**$27,500**

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
1281 - Stadium Event Operations					
	Security Revenue	$882,406	$852,452	$860,661	$861,549
	Miscellaneous	$375	$1,800		
	Fund Total - Stadium Event Operatio	**$882,781**	**$854,252**	**$860,661**	**$861,549**
1282 - Arena Event Operations					
	Arena Fees	$959,910	$400,684	$379,656	$407,410
	Miscellaneous		$190,000		
	Fund Total - Arena Event Operations:	**$959,910**	**$590,684**	**$379,656**	**$407,410**
1283 - CamelbackRanch EventOperations					
	Camelback Ranch Rev - Fire	$28,674	$36,119	$37,800	$39,000
	Fund Total - CamelbackRanch Event	**$28,674**	**$36,119**	**$37,800**	**$39,000**
1740 - Civic Center					
	Facility Rental Income	$234,000	$293,350	$304,000	$323,000
	Miscellaneous	$106,541	$78,367	$72,300	$91,440
	Equipment Rental	$24,036	$29,854	$33,700	$35,500
	Recreation Revenue	$689	$4,496	$300	$500
	Fund Total - Civic Center:	**$365,266**	**$406,067**	**$410,300**	**$450,440**
1770 - Zanjero Special Revenue					
	City Sales Tax	$1,213,365	$1,192,306	$1,227,000	$1,734,520
	Fund Total - Zanjero Special Revenue	**$1,213,365**	**$1,192,306**	**$1,227,000**	**$1,734,520**
1780 - Arena Special Revenue					
	City Sales Tax	$2,053,856	$2,107,335	$2,174,038	$4,538,356
	Arena Fees	$4,454,474	$2,182,158	$2,202,496	$2,222,496
	Facility Rental Income	$320,545	$222,791	$1,188,313	$1,238,313
	Miscellaneous	$2,845		$4,755,000	$5,000
	Fund Total - Arena Special Revenue:	**$6,831,720**	**$4,512,284**	**$10,319,847**	**$8,004,165**
1782 - PFC Special Revenue Fund					
	Miscellaneous			$102,911	$11,405,000
	Fund Total - PFC Special Revenue Fu			**$102,911**	**$11,405,000**
1790 - Stadium City Sales Tax - AZSTA					
	City Sales Tax	$1,520,432	$816,388	$1,600,000	$2,399,570
	Fund Total - Stadium City Sales Tax -	**$1,520,432**	**$816,388**	**$1,600,000**	**$2,399,570**
1870 - Marketing Self Sust					
	City Sales Tax				$557,507
	Miscellaneous	$409,328	$435,372	$407,000	$426,000

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Facility Rental Income		$1,193		
	Fund Total - Marketing Self Sust:	**$409,328**	**$436,565**	**$407,000**	**$983,507**
2530 - Training Facility Revenue Fund					
	Partner Revenue	$1,609,495	$1,210,332	$1,504,155	$1,496,637
	Miscellaneous	$6,657	$825		
	Fund Total - Training Facility Revenu	**$1,616,152**	**$1,211,157**	**$1,504,155**	**$1,496,637**
2538 - Glendale Health Center					
	Health Care Revenue	$56,328	$73,288	$62,824	$65,966
	Fund Total - Glendale Health Center:	**$56,328**	**$73,288**	**$62,824**	**$65,966**
	TOTAL-GENERAL FUND GROUP	**$168,137,987**	**$178,696,457**	**$158,607,938**	**$197,897,003**
SPECIAL REVENUE FUND GROUP					
1300 - Home Grant					
	Grants	$1,111,412	$730,983	$773,117	$773,117
	Fund Total - Home Grant:	**$1,111,412**	**$730,983**	**$773,117**	**$773,117**
1310 - Neighborhood Stabilization Pgm					
	Grants	$2,237,448	$2,195,198	$0	$500,000
	Miscellaneous		$327,746	$650,000	$100,000
	Fund Total - Neighborhood Stabilizati	**$2,237,448**	**$2,522,944**	**$650,000**	**$600,000**
1311 - N'hood Stabilization Pgm III					
	Grants			$1,684,188	$1,684,188
	Fund Total - N'hood Stabilization Pg			**$1,684,188**	**$1,684,188**
1320 - C.D.B.G.					
	Grants	$2,224,039	$2,167,755	$1,387,429	$2,336,844
	Miscellaneous	$30,617	$16,803		
	Fund Total - C.D.B.G.:	**$2,254,656**	**$2,184,558**	**$1,387,429**	**$2,336,844**
1340 - Highway User Gas Tax					
	Highway User Revenues	$13,774,184	$13,843,424	$10,550,000	$12,759,293
	Miscellaneous	$1,643	$2,130		
	Fund Total - Highway User Gas Tax:	**$13,775,827**	**$13,845,554**	**$10,550,000**	**$12,759,293**
1640 - Local Transp. Assistance					
	LTAF - Lottery	$599,909		$665,234	$665,234
	Fund Total - Local Transp. Assistance	**$599,909**		**$665,234**	**$665,234**

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
1650 - Transportation Grants					
	Grants	$1,200,877	$671,966	$1,134,833	$5,936,055
	Miscellaneous				$2,000,000
	Fund Total - Transportation Grants:	**$1,200,877**	**$671,966**	**$1,134,833**	**$7,936,055**
1660 - Transportation Sales Tax					
	City Sales Tax	$19,488,267	$19,485,621	$20,239,793	$20,862,081
	Grants	$708,238	$375,465	$589,966	$544,389
	Transit Revenue	$129,626	$129,659	$129,561	$129,750
	Interest	$167,644	$131,559	$95,828	$95,000
	Miscellaneous	$482,170	$2,172,175	$10,640	$10,000
	Facility Rental Income		$21,475	$4,697	$5,000
	Court Revenue	$2,239	$92		
	Fund Total - Transportation Sales Ta	**$20,978,184**	**$22,316,046**	**$21,070,485**	**$21,646,220**
1700 - Police Special Revenue					
	City Sales Tax - PS .4		$4,708,018	$9,542,823	$9,685,966
	City Sales Tax	$11,939,794	$7,342,698	$2,745,875	$2,999,523
	Fund Total - Police Special Revenue:	**$11,939,794**	**$12,050,716**	**$12,288,698**	**$12,685,489**
1720 - Fire Special Revenue					
	City Sales Tax - PS .4		$2,354,011	$4,754,544	$4,825,863
	City Sales Tax	$5,960,946	$3,667,891	$1,365,778	$1,492,495
	Fund Total - Fire Special Revenue:	**$5,960,946**	**$6,021,902**	**$6,120,322**	**$6,318,358**
1760 - Airport Special Revenue					
	Airport Fees	$505,416	$478,074	$439,614	$447,271
	Miscellaneous	$8,310	$9,501	$11,005	$8,765
	Lease Proceeds	$11,454	$5,492	$84	
	Fund Total - Airport Special Revenue	**$525,180**	**$493,067**	**$450,703**	**$456,036**
1820 - CAP Grant					
	Grants		$1,171,938	$1,542,675	$1,121,803
	Miscellaneous	$334,295	$37,628		
	Fund Total - CAP Grant:	**$334,295**	**$1,209,566**	**$1,542,675**	**$1,121,803**
1830 - Emergency Shelter Grants					
	Grants	$65,203	$151,425	$98,278	$174,160
	Fund Total - Emergency Shelter Gran	**$65,203**	**$151,425**	**$98,278**	**$174,160**
1840 - Grants					
	Grants	$3,894,170	$2,654,000	$4,250,000	$15,800,000

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Fund Total - Grants:	**$3,894,170**	**$2,654,000**	**$4,250,000**	**$15,800,000**
	1842 - ARRA Stimulus Grants				
	Grants	$1,174,353	$488,550	$1,034,340	$1,786,747
	Miscellaneous	$96,972	$751,550		
	Fund Total - ARRA Stimulus Grants:	**$1,271,325**	**$1,240,100**	**$1,034,340**	**$1,786,747**
	1860 - RICO Funds				
	State Forfeitures	$3,618,044	$2,208,398	$2,800,000	$2,800,000
	Interest	$122,301	$95,487	$58,494	$63,529
	Federal Forfeitures	$28,187	$747	$30,000	$30,000
	Miscellaneous	$30	$75		
	Fund Total - RICO Funds:	**$3,768,562**	**$2,304,707**	**$2,888,494**	**$2,893,529**
	1880 - Parks & Recreation Self Sust				
	Recreation Revenue	$1,080,473	$1,072,930	$1,142,478	$1,144,100
	Facility Rental Income	$96,161	$104,126	$83,000	$83,000
	Miscellaneous	$11,460	$7,966	$4,500	$4,500
	Fund Total - Parks & Recreation Self	**$1,188,094**	**$1,185,022**	**$1,229,978**	**$1,231,600**
	1885 - Parks & Recreation Designated				
	Recreation Revenue	$450	$550	$3,300	$6,800
	Interest	$1,052	$722	$500	$500
	Fund Total - Parks & Recreation Desi	**$1,502**	**$1,272**	**$3,800**	**$7,300**
	2120 - Airport Capital Grants				
	Grants	$355,511		$72,035	$16,039,242
	Interest	$2	$1		
	Fund Total - Airport Capital Grants:	**$355,513**	**$1**	**$72,035**	**$16,039,242**
	TOTAL-SPECIAL REVENUE FUND GROUP	**$71,462,897**	**$69,583,829**	**$67,894,609**	**$106,915,215**
	DEBT SERVICE FUND GROUP				
	1900 - G.O. Bond Debt Service				
	Property Tax	$29,140,981	$23,804,960	$17,994,426	$19,253,633
	Interest	$354,536	$675,305	$668,632	$658,552
	SRP In-Lieu	$171,671	$176,172	$150,000	$150,000
	Fund Total - G.O. Bond Debt Service:	**$29,667,188**	**$24,656,437**	**$18,813,058**	**$20,062,185**
	1940 - M.P.C. Debt Service				
	Facility Rental Income	$1,609,762	$953,313		
	Miscellaneous	$88,570	$15,899		

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Interest	$1			
	Fund Total - M.P.C. Debt Service:	**$1,698,333**	**$969,212**		
	TOTAL-DEBT SERVICE FUND GROUP	**$31,365,521**	**$25,625,649**	**$18,813,058**	**$20,062,185**
	CAPITAL FUND GROUP				
	1270 - G.F. Revenue Oblgs				
	Interest	$187			
	Fund Total - G.F. Revenue Oblgs:	**$187**			
	1380 - DIF-Library Blds				
	Interest	$11,170	$8,670	$7,108	$7,123
	Fund Total - DIF-Library Blds:	**$11,170**	**$8,670**	**$7,108**	**$7,123**
	1421 - DIF-Fire Protec Fac pre SB1525				
	Development Impact Fees	$100,735	$57,697	$69,213	$81,867
	Interest	$2,981	$586	$167	$656
	Fund Total - DIF-Fire Protec Fac pre	**$103,716**	**$58,283**	**$69,380**	**$82,523**
	1441 - DIF-Police Faciliti pre SB1525				
	Development Impact Fees	$92,096	$55,379	$59,242	$63,886
	Interest	$10,332	$6,510	$3,735	$3,825
	Fund Total - DIF-Police Faciliti pre S	**$102,428**	**$61,889**	**$62,977**	**$67,711**
	1461 - DIF-Citywide Parks pre SB1525				
	Development Impact Fees	$25,590	$41,638	$48,406	$44,096
	Interest	$912	$897	$832	$925
	Fund Total - DIF-Citywide Parks pre	**$26,502**	**$42,535**	**$49,238**	**$45,021**
	1481 - DIF-Citywide RecFac pre SB1525				
	Development Impact Fees	$27,642	$44,690	$50,338	$44,096
	Interest	$9,186	$7,364	$5,600	$4,568
	Fund Total - DIF-Citywide RecFac pr	**$36,828**	**$52,054**	**$55,938**	**$48,664**
	1501 - DIF-Libraries pre SB1525				
	Development Impact Fees	$40,690	$66,054	$84,002	$84,376
	Interest	$21,623	$16,373	$12,738	$12,103
	Fund Total - DIF-Libraries pre SB152	**$62,313**	**$82,427**	**$96,740**	**$96,479**
	1521 -				
	Interest	$1,879	$1,924	$1,980	$1,569
	Development Impact Fees	$63,334	$101,697	$64,377	

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Fund Total - :	**$65,213**	**$103,621**	**$66,357**	**$1,569**
1541 - DIF-Parks Dev Zone1 pre SB1525					
	Development Impact Fees	$9,022	$27,066	$20,442	$20,064
	Interest	$528	$506	$512	$469
	Fund Total - DIF-Parks Dev Zone1 pr	**$9,550**	**$27,572**	**$20,954**	**$20,533**
1561 - DIF-Parks Dev Zone2 pre SB1525					
	Development Impact Fees	$9,726	$9,369	$18,210	$14,212
	Interest	$1,003	$844	$734	$464
	Fund Total - DIF-Parks Dev Zone2 pr	**$10,729**	**$10,213**	**$18,944**	**$14,676**
1581 - DIF-Parks Dev Zone3 pre SB1525					
	Development Impact Fees	$4,858	$1,388	$6,191	$7,524
	Interest	$319	$264	$200	$138
	Fund Total - DIF-Parks Dev Zone3 pr	**$5,177**	**$1,652**	**$6,391**	**$7,662**
1601 - DIF-Roadway Improve pre SB1525					
	Development Impact Fees	$494,038	$292,686	$191,017	$221,284
	Interest	$28,991	$16,845	$11,198	$5,741
	Fund Total - DIF-Roadway Improve p	**$523,029**	**$309,531**	**$202,215**	**$227,025**
1620 - DIF-General Government					
	Interest	($688)	$264	$643	$743
	Development Impact Fees	$225,557	$121,847	$59,438	
	Fund Total - DIF-General Governmen	**$224,869**	**$122,111**	**$60,081**	**$743**
1980 - Streets Constr. - 1999 Auth					
	Interest	$31,851	$3,960		
	Miscellaneous	$77,898			
	Fund Total - Streets Constr. - 1999 Au	**$109,749**	**$3,960**		
2000 - Hurf Street Bonds					
	Interest	$4,210	$1,709	$1,390	$1,349
	Miscellaneous	$105,574			
	Fund Total - Hurf Street Bonds:	**$109,784**	**$1,709**	**$1,390**	**$1,349**
2040 - Public Safety Construction					
	Interest	($14,059)	$37,542	$2,025	$1,190
	Miscellaneous	$8,879	$171,280		
	Bond Proceeds	$12,302,816			
	Fund Total - Public Safety Constructi	**$12,297,636**	**$208,822**	**$2,025**	**$1,190**

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
2060 - Parks Construction					
	Interest	($5,392)	$9,223	$132	$76
	Bond Proceeds	$8,967,053			
	Miscellaneous	$3,339			
	Fund Total - Parks Construction:	**$8,965,000**	**$9,223**	**$132**	**$76**
2080 - Gov't Facilities - 1999 Auth					
	Interest	($531)	$799		
	Bond Proceeds	$4,526,035			
	Miscellaneous	$1,716			
	Fund Total - Gov't Facilities - 1999 A	**$4,527,220**	**$799**		
2100 - Economic Dev. Constr-1999 Auth					
	Interest	($4,429)	$13,899	$894	$444
	Bond Proceeds	$1,785,408			
	Miscellaneous	$13,208			
	Fund Total - Economic Dev. Constr-1	**$1,794,187**	**$13,899**	**$894**	**$444**
2140 - Open Space/Trails Constr-99 Au					
	Interest	$799			
	Fund Total - Open Space/Trails Const	**$799**			
2180 - Flood Control Construction					
	Interest	$540	$94,473	$5,531	$2,670
	Miscellaneous	$7,523,801		$288,291	
	Bond Proceeds	$14,078,222			
	Fund Total - Flood Control Construct	**$21,602,563**	**$94,473**	**$293,822**	**$2,670**
2210 - Transportation Capital Project					
	Interest	$45,203	$26,232		
	Miscellaneous	$2,065			
	Fund Total - Transportation Capital	**$47,268**	**$26,232**		
2536 - Training Facility Capital Proj					
	Partner Revenue	$262,614			
	Fund Total - Training Facility Capital	**$262,614**			
TOTAL-CAPITAL FUND GROUP		**$50,898,531**	**$1,239,675**	**$1,014,586**	**$625,458**
TRUST FUND GROUP					
2280 - Cemetery Perpetual Care					
	Interest	$35,829	$27,944	$21,293	$21,505

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Fund Total - Cemetery Perpetual Car	**$35,829**	**$27,944**	**$21,293**	**$21,505**
	TOTAL-TRUST FUND GROUP	**$35,829**	**$27,944**	**$21,293**	**$21,505**
	ENTERPRISE FUND GROUP				
	2360 - Water and Sewer				
	Water Revenues	$42,393,912	$44,858,419	$46,740,078	$44,368,174
	Sewer Revenue	$28,662,682	$32,301,341	$31,006,477	$31,853,906
	Miscellaneous	$4,106,249	$1,165,348	$909,839	$1,170,156
	Water Development Impact Fees	$708,368	$1,033,130	$500,000	$250,000
	Sewer Development Impact Fees	$231,582	$335,520	$200,000	$100,000
	Staff & Adm Chargebacks	$168,000	$168,000	$82,000	$82,000
	City Property Rental	$83,542	$69,816	$60,240	$60,000
	Interest	$409,810	$546,142	$111,000	$22,000
	Bond Proceeds		$25,685,000		
	Facility Rental Income	$5,891	$5,599		
	Loan Proceeds	$3,231,900			
	Grants	$500			
	Fund Total - Water and Sewer:	**$80,002,436**	**$106,168,315**	**$79,609,634**	**$77,906,236**
	2440 - Landfill				
	Tipping Fees	$2,758,555	$3,166,154	$2,701,720	$2,812,540
	Internal Charges	$2,191,865	$2,437,966	$2,358,000	$2,376,000
	Recycling Sales	$1,915,090	$2,293,642	$1,890,000	$1,836,000
	Staff & Adm Chargebacks	$327,000	$327,000	$431,000	$431,000
	Loan Proceeds	$249,877	$249,877	$242,500	$240,000
	Miscellaneous	$122,456	$110,248	$127,400	$146,400
	Interest	$157,210	$51,909	$40,000	$50,000
	Development Impact Fees	$18,866	$22,750	$14,550	
	Fund Total - Landfill:	**$7,740,919**	**$8,659,546**	**$7,805,170**	**$7,891,940**
	2480 - Sanitation				
	Residential Sanitiation	$10,299,381	$10,204,897	$10,417,000	$10,412,000
	Commercial Sanitation Frontload	$3,561,214	$3,390,512	$3,437,000	$3,500,000
	Commercial Sanitation Rolloff	$667,608	$610,416	$475,000	$500,000
	Internal Charges	$158,495	$119,744	$143,000	$150,000
	Miscellaneous	$216,406	$125,547	$77,249	$97,000
	Miscellaneous Bin Service	$105,066	$105,173	$86,000	$65,000
	Outside City Commercial	$17,423	$74,210	$62,600	$60,000
	Staff & Adm Chargebacks	$47,382	$47,382	$47,382	$47,382

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Summary of Revenues

Fund	Description	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Budget
	Interest	$12,687	$11,248	$4,000	$4,000
	Sanitation Development Impact Fe	$3,864	$9,156	$7,500	
	Lease Proceeds	$1,189,365			
	Fund Total - Sanitation:	**$16,278,891**	**$14,698,285**	**$14,756,731**	**$14,835,382**
	2500 - Pub Housing Budget Activities				
	Grants	$9,679,037	$9,591,989	$9,143,284	$10,119,418
	Miscellaneous	$4,869,760	$4,828,513	$4,100,000	$4,100,000
	Fund Total - Pub Housing Budget Act	**$14,548,797**	**$14,420,502**	**$13,243,284**	**$14,219,418**
	TOTAL-ENTERPRISE FUND GROUP	**$118,571,043**	**$143,946,648**	**$115,414,819**	**$114,852,976**
	INTERNAL SERVICE FUND GROUP				
	2540 - Risk Management Self Insurance				
	Internal Charges	$2,488,937	$2,499,891	$2,500,000	$2,500,000
	Security Revenue	$28,483	$22,858	$30,000	$30,000
	Interest	$47,020	$21,397	$9,475	$9,569
	Fund Total - Risk Management Self I	**$2,564,440**	**$2,544,146**	**$2,539,475**	**$2,539,569**
	2560 - Workers Comp. Self Insurance				
	Internal Charges		$984,458	$984,460	$984,460
	Security Revenue	$28,482	$22,858	$30,000	$30,000
	Interest	$15,537	$9,684	$8,761	$8,848
	Fund Total - Workers Comp. Self Ins	**$44,019**	**$1,017,000**	**$1,023,221**	**$1,023,308**
	2580 - Benefits Trust Fund				
	City Contributions	$14,273,336	$12,643,745	$13,479,264	$13,673,500
	Employee Contributions	$5,102,408	$4,938,846	$5,114,659	$4,613,000
	Retiree Contributions	$3,269,747	$3,373,158	$3,263,758	$4,008,000
	Interest	$33,363	$22,167	$13,261	$18,786
	Internal Charges	$108,589	$27,218	$24,844	
	Miscellaneous	$247,557	$276,198		
	Fund Total - Benefits Trust Fund:	**$23,035,000**	**$21,281,332**	**$21,895,786**	**$22,313,286**
	TOTAL-INTERNAL SERVICE FUND GROUP	**$25,643,459**	**$24,842,478**	**$25,458,482**	**$25,876,163**
	TOTAL - ALL REVENUE :	**$466,115,267**	**$443,962,680**	**$387,224,785**	**$466,250,505**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
GENERAL FUND GROUP				
1000 - GENERAL				
CITY ATTORNEY GROUP				
City Attorney				
10610 City Attorney	$2,348,048	$2,384,723	$2,378,306	$2,554,970
10615 Outside Legal Fees	$291,665	$500,000	$1,000,000	$500,000
Dept. Total - City Attorney	**$2,639,713**	**$2,884,723**	**$3,378,306**	**$3,054,970**
CITY CLERK GROUP				
City Clerk				
10210 City Clerk	$392,031	$372,249	$370,864	$412,442
10220 Records Management	$141,139	$134,634	$133,274	$147,358
10240 Elections	$85,772	$111,556	$97,996	$138,941
Dept. Total - City Clerk	**$618,942**	**$618,439**	**$602,134**	**$698,741**
CITY COURT GROUP				
City Court				
10410 City Court	$3,453,731	$3,387,792	$3,353,567	$3,570,321
CITY MANAGER GROUP				
Admin Svcs Admin.				
11210 Administration Services Admin.	$262,220	$152,316	$152,316	
City Manager				
10310 City Manager	$971,182	$895,124	$889,395	$827,696
Group Total - CITY MANAGER:	**$1,233,402**	**$1,047,440**	**$1,041,711**	
COMMUNICATIONS GROUP				
Conv./Media/Parking				
10890 Convention/Media/Parking	$278,967	$274,515	$267,278	$268,358
10891 Media Center Operations	$147,775	$142,988	$141,200	$142,603
Dept. Total - Conv./Media/Parking	**$426,742**	**$417,503**	**$408,478**	**$410,961**
Marketing and Comm.				
10810 Marketing	$1,005,313	$853,849	$852,425	$1,068,890
10820 Tourism	$227,385	$215,385	$213,323	$231,442
14110 City-Wide Special Events	$283,567	$277,840	$277,523	$321,007
14115 Audio/Visual	$199,562	$188,922	$188,087	$126,289
14120 Cable Communications	$719,690	$666,655	$664,606	$619,222
Dept. Total - Marketing and Comm.	**$2,435,517**	**$2,202,651**	**$2,195,964**	**$2,366,850**
Group Total - COMMUNICATIONS:	**$2,862,259**	**$2,620,154**	**$2,604,442**	**$2,777,811**
COMMUNITY & ECON DEV GROUP				
Building Safety				
15610 Building Safety	$1,976,985	$1,895,038	$1,889,630	$1,795,236

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
15620 Development Services Center	$363,070	$425,102	$393,078	$361,758
Dept. Total - Building Safety	**$2,340,055**	**$2,320,140**	**$2,282,708**	**$2,156,994**
Economic Development				
16010 Economic Development	$713,484	$626,736	$621,995	$773,718
16025 Business Development	$3,558,920	$468,583	$785,428	$328,583
Dept. Total - Economic Development	**$4,272,404**	**$1,095,319**	**$1,407,423**	**$1,102,301**
Planning				
13770 Mapping and Records	$93,467	$96,327	$95,505	$105,129
15910 Planning Administration	$314,618	$323,524	$320,664	$354,377
15930 Current Planning	$353,764	$323,844	$323,844	$256,829
15940 Long-Range Planning & Research	$163,816	$126,988	$126,988	$142,469
Dept. Total - Planning	**$925,665**	**$870,683**	**$867,001**	**$858,804**
Rebates & Incentives				
16210 Rebates & Incentives	$50,000	$100,000	$100,000	$388,000
Group Total - COMMUNITY & ECON DEV:	**$7,588,124**	**$4,386,142**	**$4,657,132**	**$4,506,099**
FINANCIAL SERVICES GROUP				
Finance				
11310 Finance Administration	$428,576	$531,275	$529,766	$483,798
11320 Accounting Services	$852,193	$848,492	$847,099	$823,627
11340 License/Collection	$697,775	$665,368	$651,559	$722,844
Dept. Total - Finance	**$1,978,544**	**$2,045,135**	**$2,028,424**	**$2,030,269**
Lease Pmts/OtherFees				
11380 Lease Payments	$12,963,406	$403,075	$632,758	$1,177,077
11390 Merchant Fees	$280,436	$199,687	$199,687	$199,687
89800 1000 Advisor Fees	$58,132	$90,000	$90,000	$90,000
Dept. Total - Lease Pmts/OtherFees	**$13,301,974**	**$692,762**	**$922,445**	**$1,466,764**
Management & Budget				
11360 Materials Management	$395,613	$163,126	$163,002	$292,544
11610 Budget & Research	$638,863	$622,329	$621,113	$554,290
11620 Grants Administration	$39,011	$58,653	$58,609	$65,743
Dept. Total - Management & Budget	**$1,073,487**	**$844,108**	**$842,724**	**$912,577**
Group Total - FINANCIAL SERVICES:	**$16,354,005**	**$3,582,005**	**$3,793,593**	**$4,409,610**
FIRE SERVICES GROUP				
Fire Department				
12410 Fire Administration	$1,658,063	$1,605,998	$1,605,297	$1,666,157
12421 Fire Special Operations	$18,234	$16,293	$15,478	$16,293
12422 Fire Operations	$17,047,101	$17,785,340	$17,737,651	$19,160,363
12433 Fire Resource Management	$1,996,372	$2,070,956	$1,899,197	$2,078,803
12434 Fire Training	$11,406	$13,656	$12,973	$13,656
12436 Fire Medical Services & Health	$32,787	$48,983	$46,546	$48,983
12441 Fire Marshal's Office	$826,394	$812,173	$809,600	$813,458
12444 Fire Community Services	$12,412	$15,250	$14,487	$15,250
12491 Ambulance Services	$451,597	$484,004	$470,107	$498,294

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
12492 Air-Med & Logistics Ops (HALO)	$713,102	$736,989	$736,989	$767,633
12521 PS Training Ctr - Fire	$436,937	$567,227	$567,227	$581,875
Dept. Total - Fire Department	**$23,204,405**	**$24,156,869**	**$23,915,552**	**$25,660,765**
HR & RISK MGT GROUP				
Human Resources				
11010 Risk Management/Safety	$190,523	$121,547	$120,326	$132,626
11020 Benefits	$134,757	$144,941	$144,100	$101,704
11030 Human Resources Administration	$611,008	$563,541	$558,751	$348,246
11040 Employment Services	$332,755	$315,455	$314,622	$364,182
11050 Employee Relations	$177,976	$166,386	$166,311	$186,022
11060 Compensation	$429,994	$374,781	$374,707	$424,728
11070 Organizational Development	$287,025	$259,189	$289,189	$163,192
Dept. Total - Human Resources	**$2,164,038**	**$1,945,840**	**$1,968,006**	**$1,720,700**
INTERGOVT. PROGRAMS GROUP				
Intergovt. Programs				
10910 Intergovernmental Programs	$711,739	$686,721	$671,875	$640,658
INTERNAL AUDIT GROUP				
Internal Audit				
10710 Internal Audit	$278,587	$265,196	$264,741	$291,823
MAYOR & COUNCIL GROUP				
Council Office				
10110 Council Office	$513,676	$489,998	$489,998	$573,118
10120 Cholla District	$67,927	$104,581	$74,581	$65,705
10130 Barrel District	$57,731	$99,446	$81,814	$63,663
10140 Sahuaro District	$55,708	$99,264	$83,858	$61,585
10150 Cactus District	$75,201	$99,213	$85,073	$94,143
10160 Yucca District	$52,058	$99,258	$70,342	$97,504
10170 Ocotillo District	$78,788	$99,223	$91,002	$87,594
Dept. Total - Council Office	**$901,089**	**$1,090,983**	**$976,668**	**$1,043,312**
Mayor				
10010 Office of the Mayor	$341,358	$333,342	$333,342	$362,188
Group Total - MAYOR & COUNCIL:	**$1,242,447**	**$1,424,325**	**$1,310,010**	**$1,405,500**
N'HOOD & HUMAN SVCS GROUP				
Code Compliance				
14410 Code Compliance	$1,354,424	$1,295,976	$1,291,146	$1,256,396
15015 Neighborhood Partnership	$469,600	$455,321	$453,681	$222,099
Dept. Total - Code Compliance	**$1,824,024**	**$1,751,297**	**$1,744,827**	**$1,478,495**
Comm. Action Program				
14420 CAP Local Match	$119,600	$129,859	$124,364	$129,859

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Comm. Partnerships				
15010 Community Revitalization	$317,927	$507,275	$500,483	$363,066
Comm. Services Adm				
14510 Comm. Services Admin.	$190,064			
Community Dev Admin				
15510 CD Deputy City Manager	$193,523	$186,405	$186,095	$205,473
Group Total - N'HOOD & HUMAN SVCS:	**$2,645,138**	**$2,574,836**	**$2,555,769**	**$2,176,893**
NON-DEPARTMENTAL GROUP				
Non-Departmental				
11801 Fund 1000 Non-Dept	$543,453	$765,358	$6,762,632	$644,720
PARKS, REC & LIBRARY GROUP				
Library & Arts				
15220 Library	$5,943,273	$5,655,581	$5,601,987	$4,894,769
15230 Arts Maintenance - Admin.	$27,304	$30,302	$28,914	$329
Dept. Total - Library & Arts	**$5,970,577**	**$5,685,883**	**$5,630,901**	**$4,895,098**
Parks & Recreation				
13010 Pool Maintenance	$211,873	$187,553	$184,761	$175,333
13020 Park Irrigation	$235,967	$242,779	$240,297	$174,568
13030 Parks CIP & Planning	$155,281	$174,510	$174,000	$105,439
13040 Parks Maintenance	$3,453,188	$3,208,114	$3,103,503	$3,363,140
14610 Parks & Recreation Admin.	$145,621	$139,186	$139,131	$378,753
14620 Glendale Community Center	$134,598	$129,873	$129,188	$72,358
14630 Recreation Support Services	$848,637	$793,122	$775,669	$733,082
14640 Adult Center	$483,979	$484,688	$482,762	$370,526
14650 Youth and Teen	$437,573	$530,707	$523,811	$420,808
14660 Special Events and Programs	$65,485	$86,276	$85,992	$6,258
14670 Sports and Health	$409,044	$392,850	$391,817	$298,557
14680 Aquatics	$210,294	$218,251	$211,529	$140,960
14690 Audio/Visual	$296			
14700 Marketing - Parks & Rec	$140,554	$139,706	$138,790	$0
14710 Park Rangers	$266,224	$259,807	$253,554	$273,166
14720 Foothills Recreation Center	$1,547,919	$1,426,274	$1,426,274	$1,378,645
14760 Historic Sahuaro Ranch	$246,225	$231,126	$230,244	$92,862
Dept. Total - Parks & Recreation	**$8,992,758**	**$8,644,822**	**$8,491,322**	**$7,984,455**
Group Total - PARKS, REC & LIBRARY:	**$14,963,335**	**$14,330,705**	**$14,122,223**	**$12,879,553**
POLICE SERVICES GROUP				
Police Department				
12110 Police Legal Services	$30,236	$4,467	$3,976	$4,185
12120 Police Administration	$2,807,258	$2,377,837	$2,364,172	$2,393,571
12130 Central Patrol Bureau	$10,133,990	$10,712,033	$10,675,151	$10,911,821
12150 Crime Investigations	$8,158,156	$8,487,109	$8,463,766	$9,227,328
12160 Police Personnel Management	$2,243,270	$2,232,275	$2,229,545	$2,114,192

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
12170 Foothills Patrol Bureau	$10,159,045	$10,480,476	$10,452,664	$11,758,912
12180 Police Support Services	$1,636,219	$1,330,181	$1,326,422	$1,396,654
12210 PD - Fiscal Management	$1,874,892	$2,839,755	$2,808,652	$2,837,345
12215 PD - Tow Administration	$45,496	$44,128	$44,093	$51,693
12220 PD - Detention	$1,298,984	$1,097,144	$1,067,408	$1,219,934
12230 PD - Communications	$2,453,224	$2,255,017	$2,232,435	$2,462,604
12232 PS Training Ctr - Police	$436,937	$577,227	$577,227	$581,875
12233 PD - Special Operations	$4,201,675	$4,460,707	$4,434,437	$4,558,932
12235 PD - Emergency Management	$737,029	$737,610	$708,260	$428,621
Dept. Total - Police Department	**$46,216,411**	**$47,635,966**	**$47,388,208**	**$49,947,667**
PUBLIC WORKS GROUP				
Engineering				
13710 BofA Bank Building	$238,515	$256,579	$243,750	$256,579
13715 Promenade at Palmaire	$61,122	$56,400	$53,580	$56,400
13720 Engineering Administration	$621,151	$584,296	$583,022	$239,119
13730 Design Division	$284,220	$229,987	$228,249	$26,900
13780 Land Development Division	$310,766	$306,881	$305,859	$332,794
13790 Construction Inspection	$350,707	$412,707	$410,112	$413,204
13800 Materials Testing	$219,803	$225,901	$223,686	$231,379
13820 Utility Inspection	$85,638	$13,622	$13,130	
Dept. Total - Engineering	**$2,171,922**	**$2,086,373**	**$2,061,388**	**$1,556,375**
Field Operations				
11370 Materials Control Warehouse	$283,291	$279,552	$278,479	$217,428
13410 Field Operations Admin.	$638,112	$610,971	$595,742	$648,008
13420 Cemetery	$201,437	$221,401	$216,249	$239,082
13430 Manistee Ranch Maintenance	$5,403	$5,113	$4,857	$5,113
13440 Graffiti Removal	$220,688	$234,496	$229,238	$193,603
13450 Facilities Management	$3,867,667	$3,774,973	$3,639,432	$3,452,476
13460 Custodial Services	$913,968	$890,900	$879,842	$862,107
13461 Downtown Parking Garage	$75,690	$82,859	$78,729	$82,859
16040 Downtown Beaut. & Promotion	$262,297	$242,095	$238,148	$152,420
Dept. Total - Field Operations	**$6,468,553**	**$6,342,360**	**$6,160,716**	**$5,853,096**
Public Works Admin.				
13310 Public Works Administration	$126,768			
Group Total - PUBLIC WORKS:	**$8,767,243**	**$8,428,733**	**$8,222,104**	**$7,409,471**
TECH. & INNOVATION GROUP				
Info. Technology				
11510 Information Technology	$2,986,696	$2,757,188	$2,753,400	$3,495,158
WATER SERVICES GROUP				
Env. Resources				
12910 HazMat Incidence Response	$21,617	$26,845	$21,158	$0

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - GENERAL:	**$138,495,285**	**$123,525,277**	**$129,386,563**	**$126,118,156**
1040 - GENERAL SERVICES				
PUBLIC WORKS GROUP				
Field Operations				
13510 Equipment Management	$3,528,954	$3,810,623	$3,810,623	$3,866,686
13520 Fuel Services	$3,401,022	$3,303,029	$3,303,029	$3,303,029
13530 Parts Store Operations	$1,326,662	$1,820,397	$1,820,397	$1,822,840
Dept. Total - Field Operations	**$8,256,638**	**$8,934,049**	**$8,934,049**	**$8,992,555**
Fund Total - GENERAL SERVICES:	**$8,256,638**	**$8,934,049**	**$8,934,049**	**$8,992,555**
1100 - TELEPHONE SERVICES				
TECH. & INNOVATION GROUP				
Info. Technology				
11520 Telephones	$792,263	$979,324	$979,324	$981,990
Fund Total - TELEPHONE SERVICES:	**$792,263**	**$979,324**	**$979,324**	**$981,990**
1120 - VEHICLE REPLACEMENT				
PUBLIC WORKS GROUP				
Field Operations				
13610 Equipment Replacement	$1,857,539	$3,029,742	$2,582,538	$2,795,693
Fund Total - VEHICLE REPLACEMENT:	**$1,857,539**	**$3,029,742**	**$2,582,538**	**$2,795,693**
1140 - PC REPLACEMENT				
TECH. & INNOVATION GROUP				
Info. Technology				
11530 Technology Replacement	$1,405,989	$3,511,584	$2,016,559	$3,166,124
Fund Total - PC REPLACEMENT:	**$1,405,989**	**$3,511,584**	**$2,016,559**	**$3,166,124**
1190 - EMPLOYEE GROUPS				
HR & RISK MGT GROUP				
Employee Groups				
11110 GEMS	$11,154			$20,000
11120 Diversity Committee	$31,392	$54,000	$40,225	$0
11130 Glendale Hispanic Network	$21,277		$13,775	
11140 Holiday Event		$30,000	$30,000	$0
Dept. Total - Employee Groups	**$63,823**	**$84,000**	**$84,000**	**$20,000**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - EMPLOYEE GROUPS:	**$63,823**	**$84,000**	**$84,000**	**$20,000**
1220 - ARTS COMMISSION FUND				
PARKS, REC & LIBRARY GROUP				
Library & Arts				
15310 Arts Maintenance	$47,800	$127,787	$127,787	$166,090
Fund Total - ARTS COMMISSION FUND:	**$47,800**	**$127,787**	**$127,787**	**$166,090**
1240 - COURT SECURITY/BONDS				
CITY COURT GROUP				
City Court				
10510 Court Security	$270,486	$398,469	$278,357	$471,345
10520 Court Time Payments	$75,693	$128,391	$127,177	$129,699
10530 Fill the Gap	$8,193	$57,000	$3,542	$57,000
Dept. Total - City Court	**$354,372**	**$583,860**	**$409,076**	**$658,044**
Fund Total - COURT SECURITY/BONDS:	**$354,372**	**$583,860**	**$409,076**	**$658,044**
1260 - LIBRARY				
PARKS, REC & LIBRARY GROUP				
Library & Arts				
15410 Library Book Fund	$71,731	$142,223	$247,305	$155,000
15420 Library Special Revenue	$65,616	$105,150		
Dept. Total - Library & Arts	**$137,347**	**$247,373**	**$247,305**	**$155,000**
Fund Total - LIBRARY:	**$137,347**	**$247,373**	**$247,305**	**$155,000**
1280 - YOUTH SPORTS COMPLEX				
PARKS, REC & LIBRARY GROUP				
Parks & Recreation				
13290 YSC - Parks & Rec	$248,516	$262,000	$186,000	$262,000
PUBLIC WORKS GROUP				
Field Operations				
13470 YSC - Facilities Mgt.	$46,031	$60,000	$60,000	$60,000
Fund Total - YOUTH SPORTS COMPLEX:	**$294,547**	**$322,000**	**$246,000**	**$322,000**
1281 - STADIUM EVENT OPERATIONS				
COMMUNICATIONS GROUP				
Marketing and Comm.				
10840 Mkt'g - Stadium Events	$101,243	$106,500	$106,500	$25,070

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
FIRE SERVICES GROUP				
Fire Department				
12515 Fire - Fiesta Bowl Event	$45,396	$159,942	$159,942	$159,942
12520 Stadium - Fire Event Staffing	$193,710	$229,886	$229,886	$229,886
12555 Fire - BCS Event	$43,919			
Dept. Total - Fire Department	**$283,025**	**$389,828**	**$389,828**	**$389,828**
POLICE SERVICES GROUP				
Police Department				
12231 Stadium - PD Event Staffing	$1,316,787	$1,343,947	$1,343,947	$1,342,031
12234 PD - Fiesta Bowl Event	$308,906	$401,268	$401,268	$401,268
12355 PD - BCS Event	$297,989			
Dept. Total - Police Department	**$1,923,682**	**$1,745,215**	**$1,745,215**	**$1,743,299**
TRANSPORTATION SVCS GROUP				
Transportation				
16840 Stadium - Transportation Ops.	$592,861	$645,734	$245,734	$645,734
16845 Transp - Fiesta Bowl Event	$74,165	$79,942	$79,942	$79,942
Dept. Total - Transportation	**$667,026**	**$725,676**	**$325,676**	**$725,676**
Fund Total - STADIUM EVENT OPERATIONS:	**$2,974,976**	**$2,967,219**	**$2,567,219**	**$2,883,873**
1282 - ARENA EVENT OPERATIONS				
FINANCIAL SERVICES GROUP				
Finance				
11415 Arena Management Fee	$25,000,000	$20,000,000	$25,000,000	$17,000,000
FIRE SERVICES GROUP				
Fire Department				
12489 Westgate - Fire Event Staffing	$5,042			
12490 Arena - Fire Event Staffing	$127,226	$301,041	$301,041	$302,336
Dept. Total - Fire Department	**$132,268**	**$301,041**	**$301,041**	**$302,336**
PARKS, REC & LIBRARY GROUP				
Right-of-Way				
16740 Arena - ROW Maintenance	$25,312	$49,966	$49,966	$49,966
POLICE SERVICES GROUP				
Police Department				
12190 Arena-PD Event Staffing	$365,167	$838,135	$838,135	$839,752

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
TRANSPORTATION SVCS GROUP				
Transportation				
16830 Arena - Transportation Ops.	$15,000	$15,000	$15,000	$15,000
Fund Total - ARENA EVENT OPERATIONS:	**$25,537,747**	**$21,204,142**	**$26,204,142**	**$18,207,054**
1283 - CAMELBACKRANCH EVENTOPERATIONS				
FIRE SERVICES GROUP				
Fire Department				
12485 CBRanch - Fire Event Staffing	$44,892	$28,852	$28,852	$28,852
Fund Total - CAMELBACKRANCH EVENTOPERATIONS	**$44,892**	**$28,852**	**$28,852**	**$28,852**
1740 - CIVIC CENTER				
COMMUNICATIONS GROUP				
Civic Center				
11710 Civic Center	$751,586	$766,817	$766,817	$687,728
Fund Total - CIVIC CENTER:	**$751,586**	**$766,817**	**$766,817**	**$687,728**
1780 - ARENA SPECIAL REVENUE				
FINANCIAL SERVICES GROUP				
Finance				
11420 Arena Renewal and Replacement		$550,000		$1,117,000
Fund Total - ARENA SPECIAL REVENUE:		**$550,000**		**$1,117,000**
1790 - STADIUM CITY SALES TAX - AZSTA				
FINANCIAL SERVICES GROUP				
Finance				
11400 AZSTA - Stadium Tax Refund	$1,043,117	$1,745,900	$1,745,900	$2,399,570
Fund Total - STADIUM CITY SALES TAX - AZSTA:	**$1,043,117**	**$1,745,900**	**$1,745,900**	**$2,399,570**
1870 - MARKETING SELF SUST				
COMMUNICATIONS GROUP				
Marketing and Comm.				
14301 Audio/Visual - Self Sust.	$13,046			
14310 Tourism - Souvenir Program	$1,217	$5,000	$5,000	$5,000
14311 Convention & Visitors Bureau	$21,951	$30,000	$29,500	$448,130
14321 Glitter Spectacular	$122,309	$99,000	$99,006	$124,865
14322 Enchanted Evening	$88,828	$75,818	$75,821	$89,268

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
14323 Glitter and Glow	$94,310	$94,000	$94,005	$95,751
14324 Chocolate Affaire	$102,261	$104,000	$104,006	$102,676
14325 Jazz Festival	$172,404	$158,000	$158,008	$176,408
14326 Glitters Light	$152,565	$155,798	$155,798	$154,182
14327 Other Special Events	$103,843	$30,000	$30,000	$103,415
14328 Summer Band	$3,435	$1,500	$1,500	$3,435
Dept. Total - Marketing and Comm.	**$876,169**	**$753,116**	**$752,644**	**$1,303,130**
Fund Total - MARKETING SELF SUST:	**$876,169**	**$753,116**	**$752,644**	**$1,303,130**
2530 - TRAINING FACILITY REVENUE FUND				
FIRE SERVICES GROUP				
Fire Department				
12590 PS Training Ops - Fire	$669,830	$763,314	$735,693	$738,533
POLICE SERVICES GROUP				
Police Department				
12390 PS Training Ops - Police	$274,596	$326,041	$313,000	$340,622
PUBLIC WORKS GROUP				
Field Operations				
13480 PS Training Ops - Fac. Mgmt.	$434,056	$455,462	$455,462	$417,031
Fund Total - TRAINING FACILITY REVENUE FUND:	**$1,378,482**	**$1,544,817**	**$1,504,155**	**$1,496,186**
2538 - GLENDALE HEALTH CENTER				
FIRE SERVICES GROUP				
Fire Department				
12711 Glendale Health Center	$29,719	$54,000	$54,000	$54,000
Fund Total - GLENDALE HEALTH CENTER:	**$29,719**	**$54,000**	**$54,000**	**$54,000**
TOTAL - GENERAL FUND GROUP	**$184,342,291**	**$170,959,859**	**$178,636,930**	**$171,553,045**
SPECIAL REVENUE FUND GROUP				
1300 - HOME GRANT				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
30001 HOME Program	$717,558	$1,787,501	$864,126	$773,117
Fund Total - HOME GRANT:	**$717,558**	**$1,787,501**	**$864,126**	**$773,117**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
1310 - NEIGHBORHOOD STABILIZATION PGM				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
30900 NSP Programs	$2,522,944	$2,117,897	$650,000	$600,000
Fund Total - NEIGHBORHOOD STABILIZATION PGM:	**$2,522,944**	**$2,117,897**	**$650,000**	**$600,000**
1311 - N'HOOD STABILIZATION PGM III				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
30910 NSP III		$3,368,377	$1,684,188	$1,684,188
Fund Total - N'HOOD STABILIZATION PGM III:		**$3,368,377**	**$1,684,188**	**$1,684,188**
1320 - C.D.B.G.				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
31001 CDBG Programs	$2,179,261	$3,718,764	$1,394,182	$2,336,844
Fund Total - C.D.B.G.:	**$2,179,261**	**$3,718,764**	**$1,394,182**	**$2,336,844**
1340 - HIGHWAY USER GAS TAX				
PARKS, REC & LIBRARY GROUP				
Right-of-Way				
16710 Right-of-Way Maintenance	$2,116,833	$2,084,123	$2,021,494	$2,012,694
PUBLIC WORKS GROUP				
Field Operations				
16720 Street Maintenance	$2,157,952	$2,350,017	$2,320,529	$1,043,221
16730 Street Cleaning	$19,658			
Dept. Total - Field Operations	**$2,177,610**	**$2,350,017**	**$2,320,529**	**$1,043,221**
TRANSPORTATION SVCS GROUP				
Transportation				
16810 Traffic Signals	$809,407	$800,256	$780,775	$807,393
16820 Signs & Markings	$675,864	$646,465	$635,324	$677,854
16910 Transportation Administration	$332,524	$296,918	$296,299	$228,796
16920 Street Light Management	$1,595,630	$1,403,390	$1,333,435	$1,408,390
16940 Traffic Studies	$327,547	$345,690	$344,965	$385,951
16950 Traffic Design and Development	$296,318	$290,717	$290,332	$178,043
Dept. Total - Transportation	**$4,037,290**	**$3,783,436**	**$3,681,130**	**$3,686,427**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - HIGHWAY USER GAS TAX:	**$8,331,733**	**$8,217,576**	**$8,023,153**	**$6,742,342**
1650 - TRANSPORTATION GRANTS				
TRANSPORTATION SVCS GROUP				
Transportation				
37200 Grant Approp - Transportation		$768,765		
37201 JARC - GUS 1 & 2	$299,602		$152,672	$212,971
37202 New Freedom - GUS 3	$103,340		$60,144	$44,670
37203 New Freedom-Bus Buddies BAG IT	$54,716		$26,407	$45,172
37204 New Freedom-Taxi Subsidy Prog.	$99,913		$51,470	
37205 JARC - Route 60			$260,582	$118,466
37206 HSIP Ped Countdown Signals			$19,659	$35,541
Dept. Total - Transportation	**$557,571**	**$768,765**	**$570,934**	**$456,820**
Fund Total - TRANSPORTATION GRANTS:	**$557,571**	**$768,765**	**$570,934**	**$456,820**
1660 - TRANSPORTATION SALES TAX				
TRANSPORTATION SVCS GROUP				
Transportation				
16510 Transportation Program Mgmt	$2,248,365	$2,313,072	$2,313,072	$2,407,844
16520 Transportation Education	$171,535	$226,075	$226,075	$229,122
16525 Transit Management	$286,768	$339,875	$339,875	$350,442
16530 Dial-A-Ride	$2,260,161	$2,449,479	$2,551,025	$2,499,516
16540 Fixed Route	$3,610,747	$5,175,488	$5,073,942	$5,133,488
16550 Demand Management	$22,775	$42,000	$42,000	$42,000
16570 Intelligent Transportation Sys	$467,380	$600,342	$600,342	$613,532
16580 Traffic Mitigation	$84,005	$580,336	$480,336	$432,681
16590 Transportation CIP O&M	$136,916	$113,893	$113,893	$113,893
Dept. Total - Transportation	**$9,288,652**	**$11,840,560**	**$11,740,560**	**$11,822,518**
Fund Total - TRANSPORTATION SALES TAX:	**$9,288,652**	**$11,840,560**	**$11,740,560**	**$11,822,518**
1700 - POLICE SPECIAL REVENUE				
POLICE SERVICES GROUP				
Police Department				
12310 Patrol - Special Revenue Fund	$9,772,978	$14,173,737	$11,318,444	$14,240,490
Fund Total - POLICE SPECIAL REVENUE:	**$9,772,978**	**$14,173,737**	**$11,318,444**	**$14,240,490**
1720 - FIRE SPECIAL REVENUE				
FIRE SERVICES GROUP				
Fire Department				
12610 Fire - Special Revenue Fund	$6,659,567	$6,395,637	$7,171,125	$6,559,036

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - FIRE SPECIAL REVENUE:	**$6,659,567**	**$6,395,637**	**$7,171,125**	**$6,559,036**
1760 - AIRPORT SPECIAL REVENUE				
TRANSPORTATION SVCS GROUP				
Airport				
16410 Airport Operations	$523,990	$527,326	$527,326	$600,451
Fund Total - AIRPORT SPECIAL REVENUE:	**$523,990**	**$527,326**	**$527,326**	**$600,451**
1820 - CAP GRANT				
N'HOOD & HUMAN SVCS GROUP				
Comm. Action Program				
32050 Case Mgmt-LIHEAP Voucher	$720,721	$790,705	$790,705	$621,847
32051 CM-LIHEAP Voucher Contingency		$90,718		
32052 Case Mgt-LIHEAP Administration	$52,372	$51,568		
32053 Case Mgt-LIHEAP A16 Admin	$56,367	$56,647		
32054 CM-LIHEAP Admin Contingency	$5,972	$5,341		
32055 Case Mgmt-TANF Voucher	$44,914	$45,000		$45,000
32056 Case Mgmt Admin	$95,799	$179,549	$179,549	$212,425
32057 Case Mgmt-NHN Voucher		$3,135		$1,567
32058 Case Mgmt-Qwest Admin	$3,849	$3,919		
32059 Case Mgmt-SSBG Admin.	$3,711			
32060 Community Svcs Block Grant-Adm	$234,348	$265,153	$265,153	$289,549
32070 ACAA HEAF Program	$8,995	$10,136		$10,136
32071 ACAA SW Gas Assistance	$1,287	$5,000	$5,000	$5,000
32072 ACAA URRD Program	$8,303	$36,732		$36,732
32073 ACAA SRP Assistance	$10,437	$59,441	$46,790	$63,441
32074 ACAA APS Assistance				$1,500
Dept. Total - Comm. Action Program	**$1,247,075**	**$1,603,044**	**$1,287,197**	**$1,287,197**
Fund Total - CAP GRANT:	**$1,247,075**	**$1,603,044**	**$1,287,197**	**$1,287,197**
1830 - EMERGENCY SHELTER GRANTS				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
31900 ESG General Administration	$4,737			$174,160
31902 Central AZ Shelter Srvs-ESG	$51,732			
31903 Homeward Bound-ESG	$20,057			
31904 PREHAB Faith House-ESG	$74,899			
31905 U-Mom		$98,278	$98,278	$0
Dept. Total - Comm. Partnerships	**$151,425**	**$98,278**	**$98,278**	**$174,160**
Fund Total - EMERGENCY SHELTER GRANTS:	**$151,425**	**$98,278**	**$98,278**	**$174,160**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
1840 - GRANTS				
CITY COURT GROUP				
Grants				
32136 DV Pilot Project Grant	$182,281	$68,219	$68,219	
FIRE SERVICES GROUP				
Fire Department				
34001 Grant Approp - Fire Dept	$956,462	$4,500,000	$1,100,000	$3,500,000
MISCELLANEOUS GRANTS GROUP				
Grants				
32118 Miscellaneous Grants	$275,453	$8,626,542	$650,000	$4,960,603
PARKS, REC & LIBRARY GROUP				
Library & Arts				
36006 Grant Approp - Library	$91,477	$550,000	$60,000	$275,000
Parks & Recreation				
35004 Grant Approp - Parks & Rec	$146,005	$550,000	$60,000	$275,000
Group Total - PARKS, REC & LIBRARY:	**$237,482**	**$1,100,000**	**$120,000**	**$550,000**
POLICE SERVICES GROUP				
Police Department				
33002 Victim Rights - PD	$75,997	$104,752	$104,752	$93,472
33018 VOCA	$81,766	$95,482	$95,482	$102,317
33021 Grant Approp - Police Dept	$1,466,782	$4,500,000	$1,750,000	$3,500,000
Dept. Total - Police Department	**$1,624,545**	**$4,700,234**	**$1,950,234**	**$3,695,789**
WATER SERVICES GROUP				
Env. Resources				
36504 Smart Landscapes	$1,806		$63,000	
Fund Total - GRANTS:	**$3,278,029**	**$18,994,995**	**$3,951,453**	**$12,706,392**
1842 - ARRA STIMULUS GRANTS				
COMMUNITY & ECON DEV GROUP				
Grants				
37065 Build Safe Engy Prog Enhance	$4,212	$87,599	$1,662	$29,259
FINANCIAL SERVICES GROUP				
Grants				
37068 Program Manager	$24,223	$218,026	$22,697	$57,225

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
FIRE SERVICES GROUP				
Fire Department				
37110 PSSP Fire OT Grant		$75,000	$75,000	
N'HOOD & HUMAN SVCS GROUP				
Comm. Action Program				
37130 ADOH HPRP-Fin Assist	$40,738		$200,122	
37131 ADOH HPRP-RR Assist	$13,401		$39,417	
37132 ADOH HPRP-Housing Reloc SS	$624		$358	
37133 ADOH HPRP-RR HR SS			$5,634	
37134 ADOH HPRP-Admin	$2,312		$12,185	
37135 ADOH HPRP-Data Collection			$2,816	
Dept. Total - Comm. Action Program	**$57,075**		**$260,532**	
Comm. Partnerships				
37020 Homeless Prevention HPRP	$359,178			
37021 CDBG-R	$1,698	$60,000	$44,314	$60,000
37022 CDBG-R Visual Improv	$53,207			
37023 CDBG-R Floralcroft Neigh	$1,119			
37025 CDBG-R Public Hous Lamar H	$49,532			
Dept. Total - Comm. Partnerships	**$464,734**	**$60,000**	**$44,314**	**$60,000**
Group Total - N'HOOD & HUMAN SVCS:	**$521,809**		**$304,846**	
PARKS, REC & LIBRARY GROUP				
Grants				
37063 Sports Courts Lighting Retrofi	$65,528	$75,000	$4,079	$0
37064 Main Library Lighting	$287,101	$136,831	$64,350	$0
37070 AzPAC Project AZ ARRA BTOP 1	$9,966			
37075 Solar Parks Lighting			$0	$165,079
Dept. Total - Grants	**$362,595**	**$211,831**	**$68,429**	**$165,079**
POLICE SERVICES GROUP				
Grants				
37062 Public Safety/Court Lighting	$59,540	$32,000	$19,409	$9,051
Police Department				
37000 PSSP Police OT Grant	$25,977	$75,000	$50,103	
37001 Stop Violence - Women	$67,406	$84,742	$17,335	
37002 JAG Recovery Act		$740,863		$652,566
Dept. Total - Police Department	**$93,383**	**$900,605**	**$67,438**	**$652,566**
Group Total - POLICE SERVICES:	**$152,923**	**$932,605**	**$86,847**	**$661,617**
PUBLIC WORKS GROUP				
Grants				
37071 Equip Mgmt Facility Lighting			$35,352	$31,296
37072 GMOC Parking Garage Lighting			$57,571	$5,308

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
37073 Downtown Parking Garage Light			$64,000	$0
37074 MRF Lighting Retrofit			$10,000	
Dept. Total - Grants			**$166,923**	**$36,604**
TRANSPORTATION SVCS GROUP				
Grants				
37066 Traffic Signal LED Conversion	$45,010	$42,790	$0	$0
Transportation				
37090 Old Roma Alley ARRA Grant	$305,319			
Group Total - TRANSPORTATION SVCS:	**$350,329**	**$42,790**	**$0**	**$0**
WATER SERVICES GROUP				
Grants				
37060 ARWRF Facility UV System Imp	$102,846	$806,000	$76,355	$806,799
37061 Well 43 Variable Drive Retrofi	$13,645	$75,000	$6,885	$76,970
37067 Energy Matters Public Educat	$54,223	$162,906	$43,794	$73,771
Dept. Total - Grants	**$170,714**	**$1,043,906**	**$127,034**	**$957,540**
Fund Total - ARRA STIMULUS GRANTS:	**$1,586,805**	**$2,671,757**	**$853,438**	**$1,967,324**
1860 - RICO FUNDS				
POLICE SERVICES GROUP				
Police Department				
32020 Federal RICO	$248	$225,000	$225,000	$225,000
32030 State RICO	$2,306,936	$3,670,053	$3,670,053	$3,670,270
Dept. Total - Police Department	**$2,307,184**	**$3,895,053**	**$3,895,053**	**$3,895,270**
Fund Total - RICO FUNDS:	**$2,307,184**	**$3,895,053**	**$3,895,053**	**$3,895,270**
1880 - PARKS & RECREATION SELF SUST				
PARKS, REC & LIBRARY GROUP				
Parks & Recreation				
14810 Recreation Self-Sustaining		$15,000	$15,000	
14820 Rec Self Sust-Administration	$17,964	$15,360	$15,360	$20,360
14825 Adult Center Self Sustaining	$157,953	$117,000	$117,000	$117,000
14830 Rec Self Sust-Foothills Rec	$308,481	$254,893	$254,893	$322,199
14840 Sports Self Sustaining	$218,350	$228,364	$228,364	$300,149
14850 Youth and Teen Self Sustaining	$239,257	$312,584	$312,584	$321,375
14860 SRPHA Sahuaro Ranch Hist	$55,383	$34,999	$34,999	$54,999
14870 Rec Self Sust-Audio/Visual	$754			
14890 Aquatic Self Sustaining	$135,508	$90,001	$90,001	$90,001
14891 GESD-Reimb Division	$13,328	$0	$0	
14892 Glendale Community Center	$955	$5,000	$5,000	$5,000
Dept. Total - Parks & Recreation	**$1,147,933**	**$1,073,201**	**$1,073,201**	**$1,231,083**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - PARKS & RECREATION SELF SUST:	**$1,147,933**	**$1,073,201**	**$1,073,201**	**$1,231,083**
1885 - PARKS & RECREATION DESIGNATED				
PARKS, REC & LIBRARY GROUP				
Parks & Recreation				
13110 O'Neil Park Maintenance	$5,500	$4,800		$4,800
13120 Apollo Pool Repair	$6,669	$19,000		
13130 Cardinal Pool Repair	$26,289	$19,000		
13135 City-Wide Aquatics				$32,000
13140 Cactus Pool Repair	$30,142	$20,000	$18,883	$20,000
13160 Ironwood Pool Repair	$108,292	$30,200	$27,734	$30,200
13170 Dedicate A Tree	$664	$5,000	$0	$5,000
13180 Desert Valley Park		$2,000	$0	$8,000
13190 GESD ES Ballfields		$7,000	$0	$7,000
13210 Desert Mirage Park		$7,000	$0	$7,000
13220 Desert Gardens Park	$2,489	$7,000	$0	$7,000
13230 Discovery Park	$11,084	$7,000	$0	$7,000
13234 Ironwood HS Light		$5,000	$5,000	$5,000
13235 Elsie McCarthy Pk. Maint	$13,266	$44,038	$8,383	$44,038
Dept. Total - Parks & Recreation	**$204,395**	**$177,038**	**$60,000**	**$177,038**
Fund Total - PARKS & RECREATION DESIGNATED:	**$204,395**	**$177,038**	**$60,000**	**$177,038**
TOTAL - SPECIAL REVENUE FUND GROUP	**$50,477,100**	**$81,429,506**	**$55,162,658**	**$67,254,270**
CAPITAL FUND GROUP				
1980 - STREETS CONSTR. - 1999 AUTH				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89802 1980 Advisor Fees	$152	$6,066		$6,066
Fund Total - STREETS CONSTR. - 1999 AUTH:	**$152**	**$6,066**		**$6,066**
2000 - HURF STREET BONDS				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89807 2000 Advisor Fees		$1,030		$1,030
Fund Total - HURF STREET BONDS:		**$1,030**		**$1,030**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
2040 - PUBLIC SAFETY CONSTRUCTION				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89806 2040 Advisor Fees	$1,824	$2,000	$1,701	$2,000
Fund Total - PUBLIC SAFETY CONSTRUCTION:	**$1,824**	**$2,000**	**$1,701**	**$2,000**
2060 - PARKS CONSTRUCTION				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89804 2060 Advisor Fees	$459	$6,857	$107	$6,857
Fund Total - PARKS CONSTRUCTION:	**$459**	**$6,857**	**$107**	**$6,857**
2080 - GOV'T FACILITIES - 1999 AUTH				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89814 2080 Advisor Fees	$59	$2,000		$3,734
Fund Total - GOV'T FACILITIES - 1999 AUTH:	**$59**	**$2,000**		**$3,734**
2100 - ECONOMIC DEV. CONSTR-1999 AUTH				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89815 2100 Advisor Fees	$586	$2,000	$725	$2,000
Fund Total - ECONOMIC DEV. CONSTR-1999 AUTH:	**$586**	**$2,000**	**$725**	**$2,000**
2180 - FLOOD CONTROL CONSTRUCTION				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89808 2180 Advisor Fees	$4,285	$5,213	$4,640	$5,213
Fund Total - FLOOD CONTROL CONSTRUCTION:	**$4,285**	**$5,213**	**$4,640**	**$5,213**
2210 - TRANSPORTATION CAPITAL PROJECT				
FINANCIAL SERVICES GROUP				
Lease Pmts/OtherFees				
89813 2210 Advisor Fees	$4,226	$13,568	$13,568	$13,568

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
Fund Total - TRANSPORTATION CAPITAL PROJECT:	**$4,226**	**$13,568**	**$13,568**	**$13,568**
TOTAL - CAPITAL FUND GROUP	**$11,591**	**$38,734**	**$20,741**	**$40,468**
ENTERPRISE FUND GROUP				
2360 - WATER				
COMMUNITY & ECON DEV GROUP				
Building Safety				
17510 Cross Connection Control	$248,236	$225,125	$225,125	$232,134
FINANCIAL SERVICES GROUP				
Finance				
17020 Customer Service Office	$2,382,145	$2,963,088	$2,953,965	$2,957,838
Lease Pmts/OtherFees				
89805 2360 Advisor Fees		$3,289	$3,289	$3,289
89809 2400 Advisor Fees		$17,222	$17,222	$17,222
89810 2420 Advisor Fees		$17,514	$17,514	$17,514
Dept. Total - Lease Pmts/OtherFees		**$38,025**	**$38,025**	**$38,025**
Group Total - FINANCIAL SERVICES:	**$2,382,145**	**$3,001,113**	**$2,991,990**	**$2,995,863**
WATER SERVICES GROUP				
Env. Resources				
17010 Environmental Resources	$427,841	$537,929	$533,108	$555,056
17410 Water Conservation	$261,132	$315,811	$315,811	$320,366
17420 Water Quality	$1,047,122	$1,155,382	$1,155,382	$1,172,199
Dept. Total - Env. Resources	**$1,736,095**	**$2,009,122**	**$2,004,301**	**$2,047,621**
Utilities				
17110 Utilities Administration	$6,231,267	$6,433,504	$6,433,504	$6,605,952
17115 Safety Administration	$110,529			
17120 Information Management	$936,204	$1,071,445	$1,071,445	$1,086,755
17130 Public Service Representatives	$144,416	$221,824	$221,824	$284,838
17140 System Security	$489,114	$771,316	$771,316	$783,306
17150 Property Management	$99,066	$87,000	$87,000	$87,000
17160 Arrowhead Reclamation Plant	$2,202,163	$2,106,685	$2,106,685	$2,107,164
17170 West Area Plant	$3,104,923	$3,560,668	$3,560,668	$3,681,280
17210 Customer Service - Field	$982,650	$1,186,886	$1,186,886	$1,203,551
17220 Irrigation	$193,119	$195,269	$195,269	$189,209
17230 Raw Water Usage	$2,924,438	$3,382,182	$3,382,182	$3,382,182
17240 Central System Control	$1,068,103	$1,312,765	$1,312,765	$1,328,441
17250 Pyramid Peak Plant	$1,558,089	$1,712,457	$1,712,457	$1,785,133
17260 Cholla Treatment Plant	$2,547,719	$3,459,182	$3,459,182	$3,529,249
17280 Central System Maintenance	$414,709	$706,057	$706,057	$641,250
17290 Water Distribution	$3,127,553	$3,424,134	$3,379,303	$3,234,945
17300 Meter Maintenance	$967,558	$1,208,990	$1,208,990	$1,218,679

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
17310 Oasis Surface WTP	$3,013,452	$4,104,326	$4,104,326	$3,392,105
17320 Oasis Groundwater WTP				$615,000
17610 Pretreatment Program	$386,938	$526,731	$526,731	$502,157
17620 SROG (91st Ave) Plant	$3,059,821	$3,700,000	$3,700,000	$3,700,000
17625 99th Avenue Interceptor	$125,091	$200,000	$200,000	$200,000
17630 Wastewater Collection	$2,417,132	$3,182,901	$3,062,989	$3,046,172
17699 Storm Water	$10,219			$214,788
Dept. Total - Utilities	**$36,114,273**	**$42,554,322**	**$42,389,579**	**$42,819,156**
Group Total - WATER SERVICES:	**$37,850,368**	**$44,563,444**	**$44,393,880**	**$44,866,777**
Fund Total - WATER:	**$40,480,749**	**$47,789,682**	**$47,610,995**	**$48,094,774**
2440 - LANDFILL				
PUBLIC WORKS GROUP				
Field Operations				
17710 Landfill	$3,083,833	$3,162,699	$3,162,699	$3,141,897
17720 Gas Management System	$167,069	$169,400	$214,400	$169,400
17730 Solid Waste Admin	$786,109	$808,184	$808,184	$939,366
17740 Recycling	$799,421	$937,523	$869,055	$886,721
17750 MRF Operations	$1,581,374	$2,021,336	$1,865,984	$1,840,955
Dept. Total - Field Operations	**$6,417,806**	**$7,099,142**	**$6,920,322**	**$6,978,339**
Fund Total - LANDFILL:	**$6,417,806**	**$7,099,142**	**$6,920,322**	**$6,978,339**
2480 - SANITATION				
PUBLIC WORKS GROUP				
Field Operations				
17810 Sanitation Roll-off	$701,899	$795,098	$763,486	$753,209
17820 Sanitation Frontload	$3,179,287	$3,435,176	$3,370,982	$3,331,312
17830 Curb Service	$6,633,953	$7,548,223	$7,548,223	$7,410,232
17840 Residential-Loose Trash Collec	$2,629,358	$2,802,234	$2,795,495	$2,828,556
Dept. Total - Field Operations	**$13,144,497**	**$14,580,731**	**$14,478,186**	**$14,323,309**
Fund Total - SANITATION:	**$13,144,497**	**$14,580,731**	**$14,478,186**	**$14,323,309**
2500 - PUB HOUSING BUDGET ACTIVITIES				
N'HOOD & HUMAN SVCS GROUP				
Comm. Partnerships				
17910 Community Housing	$1,584,974	$12,609,126	$12,609,126	$12,700,110
Fund Total - PUB HOUSING BUDGET ACTIVITIES:	**$1,584,974**	**$12,609,126**	**$12,609,126**	**$12,700,110**
TOTAL - ENTERPRISE FUND GROUP	**$61,628,026**	**$82,078,681**	**$81,618,629**	**$82,096,532**

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Operating Budget by Program and Fund

Program Name	FY 2011 Actual	FY 2012 Budget	FY 2012 Estimate	FY 2013 Budget
INTERNAL SERVICE FUND GROUP				
2540 - RISK MANAGEMENT SELF INSURANCE				
HR & RISK MGT GROUP				
Human Resources				
18010 Risk Mgmt Trust Fund	$2,482,031	$3,068,438	$2,332,447	$3,024,506
Fund Total - RISK MANAGEMENT SELF INSURANCE:	**$2,482,031**	**$3,068,438**	**$2,332,447**	**$3,024,506**
2560 - WORKERS COMP. SELF INSURANCE				
HR & RISK MGT GROUP				
Human Resources				
18110 Worker's Compensation	$1,029,553	$1,407,000	$1,907,000	$1,407,000
Fund Total - WORKERS COMP. SELF INSURANCE:	**$1,029,553**	**$1,407,000**	**$1,907,000**	**$1,407,000**
2580 - BENEFITS TRUST FUND				
HR & RISK MGT GROUP				
Human Resources				
18210 Benefit Programs	$22,545,070	$23,117,869	$23,117,869	$22,348,826
Fund Total - BENEFITS TRUST FUND:	**$22,545,070**	**$23,117,869**	**$23,117,869**	**$22,348,826**
TOTAL - INTERNAL SERVICE FUND GROUP	**$26,056,654**	**$27,593,307**	**$27,357,316**	**$26,780,332**
TOTAL - OPERATING BUDGET	**$322,515,662**	**$362,100,087**	**$342,796,274**	**$347,724,647**

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FY 2013 Transfers Between Funds

(All Dollars in Thousands)

TRANSFER TO	TRANSFER FROM: 1000 - General Fund	1190 - Employee Groups	1340 - Highway Use Rev Fund	1480 - DIF Citywide Rec Facility	1600 - DIF Roadway Imp's	** 1640 - LTAF	1660 - Transport.	* 1770 - Zanjero Spec Rev	* 1780 - Arena Spec Rev	* 1782 - PFC Spec Rev	1900 - G.O. Bond Debt	Total In:
1000 - General Fund		$84									$229	**$313**
* 1280 - Youth Sports Complex	$292											**$292**
* 1281 - Stadium Event Ops.	$2,022											**$2,022**
* 1282 - Arena Event Ops.	$17,576											**$17,576**
* 1283 - Camelback Ranch Ops.	$193											**$193**
1660 - Transportation	$900					$665						**$1,565**
* 1740 - Civic Center	$297											**$297**
* 1760 - Airport Oper.	$144											**$144**
* 1820 - CAP Grants	$58											**$58**
1870 - Mkt'g Self-Sust.	$320											**$320**
1900 - G.O. Bond Det				$209								**$209**
1920 - HURF Bond Debt			$1,354		$1,000		$1,000				$1,354	**$4,709**
* 1930 - PFC Debt	$0									$9,010		**$9,010**
* 1940 - MPC Debt	$6,867							$1,735	$7,887			**$16,489**
1970 - Transp. Debt							$7,331					**$7,331**
* 2210 - Transp. Constr.							$27,863					**$27,863**
2440 - Landfill	$920											**$920**
2480 - Sanitation	$175											**$175**
2500 - Comm. Housing	$307											**$307**
Total Out:	**$30,072**	**$84**	**$1,354**	**$209**	**$1,000**	**$665**	**$36,194**	**$1,735**	**$7,887**	**$9,010**	**$1,583**	**$89,793**

* Actual transfer amounts will vary based on actual revenues, expenses, grant opportunities, etc.
** LTAF distributions were originally suspended by the Arizona State Legislature in FY 2011 and FY 2012, but LTAF II distributions to cities/towns were retored in June 2012.

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Expenditure Limitation and Summary of Tax Levy and Tax Rate Information

Expenditure Limitation	FY 2011-12	Estimated FY 2012-13
Voter Approved Expenditure Limitation	$503,458,845	$ 516,173,179
Estimated Expenditures	$638,000,000	$ 579,000,000
Estimated Amount of Exclusions	($218,302,009)	(196,076,577)
Total Estimated Expenditures Subject to Limitation	$419,697,991	$382,923,423

1. Maximum Allowable Primary Property Tax Levy (ARS 42-17051.A)	**$4,896,349**	**$5,043,101**
2. Amount Received from Primary Property Taxation in the 2004-05 Fiscal Year in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy (ARS 42-302.C.14) plus Amount of Escaped Taxes Collected (ARS 42-17005)		
3. Property Tax Levy Amounts		
A. Primary Property Taxes	**$2,943,561**	**$2,582,325**
B. Secondary Property Taxes	**$17,994,426**	**$19,253,633**
C. Total Property Tax Levy Amounts	**$20,937,987**	**$21,835,958**
4. Property Taxes Collected*		
A. Primary Property Taxes		
1. 2010-11 Levy	**$2,884,690**	
2. Prior Years' Levies	**$58,871**	
3. Total Primary Property Taxes	**$2,943,561**	
B. Secondary Property Taxes		
1. 2010-11 Levy	**$17,634,537**	
2. Prior Years' Levies	**$359,889**	
3. Total Secondary Property Taxes	**$17,994,426**	
5. Property Tax Rates		
A. City of Glendale Tax Rate		
1. Primary Property Tax Rate	**$0.2252/$100**	**$0.2252/$100**
2. Secondary Property Tax Rate	**$1.3699/$100**	**$1.6753/$100**
Total Glendale Tax Rate	**$1.5951/$100**	**$1.9005/$100**
B. Special Assessment District Tax Rates Secondary property tax rates - as of the date the proposed budget was prepared, Glendale was operating no special assessment districts for which secondary property taxes are levied.		
6. Truth In Taxation Calculation		
A. Current Primary Net Assessed Valuation of Property Subject to Taxation in Prior Year		**$1,135,459,413**
B. Current Primary Net Assessed Valuation		**$1,146,680,633**
C. New Property Subject to Taxation		**$11,221,220**
D. Change in Primary Net Assessed Valuation Due to New Property		**1.0%**
E. Maximum Truth in Taxation Tax Levy		**$2,972,651**
F. Amount Over/(Under) Truth in Taxation Tax Levy		**($390,326)**

* Includes actual property taxes collected as of the date the proposed budget was prepared plus estimated property tax collections for the remainder of the year.

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CITY ATTORNEY DEPARTMENT						
City Attorney - 151						
10610 City Attorney						
Asst City Attorney	1000	3	3	3	3	2
Asst City Prosecutor	1000	8	9	7	7	6
City Attorney	1000	1	1	1	1	1
City Prosecutor	1000	2	1	1	1	1
Dep City Attorney	1000	2	2	2	2	3
Exec Legal Asst	1000	1	1	1	1	1
Legal Asst	1000	2	2	2	2	2
Mgmt Asst to the City Attorney	1000	1	1	1	1	1
Public Safety Staff Attorney	1000	-	-	-	-	1
Secretary	1000	2	2	2	2	1
Sr Secretary	1000	5	5	5	5	5
Victim Assistance Caseworker	1000	1	1	1	1	1
CITY ATTORNEY DEPARTMENT TOTAL:		**28**	**28**	**26**	**27**	**25**
CITY CLERK DEPARTMENT						
City Clerk - 121						
10210 City Clerk						
City Clerk	1000	1	1	1	1	1
Dep City Clerk	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	1
Secretary	1000	1	1	-	-	-
Sr Secretary	1000	-	-	1	1	1
City Clerk Division Total:		**4**	**4**	**4**	**4**	**4**
10220 Records Management						
Records Mgmt Asst	1000	1	1	1	1	1
Records Supv	1000	1	1	1	1	1
Records Management Division Total:		**2**	**2**	**2**	**2**	**2**
CITY CLERK DEPARTMENT TOTAL:		**6**	**6**	**6**	**6**	**6**
CITY COURT DEPARTMENT						

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CITY COURT DEPARTMENT						
City Court - 141						
10410 City Court						
Account Spec II	1000	1	1	1	1	1
City Judge	1000	2	2	2	2	2
Coll Rep	1000	1	1	1	1	-
Court Accounting Supv	1000	1	1	1	1	1
Court Admin	1000	1	1	1	1	1
Court Clerk I	1000	3	3	3	3	1
Court Clerk II	1000	27	25	23.2	23.2	20.2
Court Clerk III	1000	3	3	2	2	2
Court Hearing Officer	1000	1	1	1	1	1
Court Interpreter	1000	2	2	1.75	1.75	1.75
Court Supv	1000	1	1	-	-	3
Dep Court Admin	1000	2	2	1	1	1
Judicial Asst	1000	1	1	1	1	1
Police Officer	1000	2	2	2	2	-
Presiding City Judge	1000	1	1	1	1	1
Sr Secretary	1000	1	1	0.8	0.8	0.8
City Court Division Total:		**50**	**48**	**42.75**	**40.75**	**37.75**
10510 Court Security						
Mgmt Asst	1240	-	-	-	-	1
Police Officer	1240	1	1	1	1	1
Court Security Division Total:		**1**	**1**	**1**	**1**	**2**
10520 Court Time Payments						
Court Clerk II	1240	-	-	1	1	1
City Court - 141 Rollup Total:		**51**	**49**	**44.75**	**42.75**	**40.75**
Grants - 470						
32136 DV Pilot Project Grant						
Mgmt Asst	1840	1	1	1	1	-
CITY COURT DEPARTMENT TOTAL:		**52**	**50**	**45.75**	**43.75**	**40.75**
CITY MANAGER DEPARTMENT						
City Manager - 131						
10310 City Manager						
Asst City Mgr	1000	1	1	1	1	1
City Mgr	1000	1	1	1	1	1
City Mgr Relations Dir	1000	1	1	-	-	-
Exec Administrative Asst	1000	3	3	2	2	-
Mgmt Asst	1000	-	-	1	1	1
Mgmt Asst II	1000	1	1	-	-	-
Mgmt Asst to the City Mgr	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
City Manager Division Total:		**9**	**9**	**7**	**7**	**5**

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CITY MANAGER DEPARTMENT						
Fac & Fin Mgmt - 210						
11220 Facilities & Financial Mgmt						
Dep City Mgr	1000	1	1	-	-	-
Sr Mgmt Asst	1000	1	1	-	-	-
Facilities & Financial Mgmt Division Total:		**2**	**2**	**-**	**-**	**-**
Admin Svcs Admin. - 220						
11210 Administration Services Admin.						
Dep City Mgr	1000	1	1	1	1	-
Exec Administrative Asst	1000	1	1	1	1	-
Exec Administrative Asst II	1000	1	1	1	1	-
Sr Mgmt Asst	1000	1	1	1	1	-
Administration Services Admin. Division		**4**	**4**	**4**	**2**	**-**
CITY MANAGER DEPARTMENT TOTAL:		**15**	**15**	**11**	**9**	**5**
COMMUNICATIONS DEPARTMENT						
Marketing and Comm. - 154						
10810 Marketing						
Asst Dep City Mgr	1000	1	1	-	-	-
Comm Dir	1000	-	-	1	1	-
Comm Exec Dir	1000	-	-	-	-	1
Creative Designer	1000	2	2	2	2	1
Creative Services Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	-	-	-	-	1
Dep Comm Dir	1000	1	1	1	1	2
Economic Development Admin	1000	1	1	-	-	-
Exec Comm Dir	1000	-	-	-	-	-
Marketing & Comm Coord	1000	1	1	1	1	-
Marketing & Comm Mgr	1000	1	1	1	1	-
Marketing & Comm Prog Mgr	1000	-	-	-	-	2
Mgmt Asst	1000	1	1	-	-	1
Sr Marketing & Comm Mgr	1000	1	2	-	-	1
Sr Secretary	1000	1	1	1	1	-
Web Content Program Mgr	1000	2	2	2	2	1
Marketing Division Total:		**13**	**14**	**10**	**10**	**11**
10820 Tourism						
Customer Assistance Rep	1000	0.5	0.5	0.5	0.5	0.5
CVB Mgr	1000	-	-	-	-	1
Dep Comm Dir	1000	1	1	1	1	-
Tourism Coordinator	1000	1	1	1	1	1
Tourism Manager	1000	1	1	1	1	-
Tourism Division Total:		**3.5**	**3.5**	**3.5**	**2.5**	**2.5**

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNICATIONS DEPARTMENT						
Marketing and Comm. - 154						
14110 City-Wide Special Events						
Special Events Coord	1000	1	1	1	1	1
Special Events Division Mgr	1000	1	1	1	1	1
Special Events Program Manager	1000	2	2	2	2	2
City-Wide Special Events Division Total:		**4**	**4**	**4**	**3.75**	**4**
14115 Audio/Visual						
Audio/Visual Coordinator	1000	-	-	1	1	-
Audio/Visual Network Spec	1000	-	-	1	1	-
Media Production Spec	1000	-	-	-	-	1
Audio/Visual Division Total:		**-**	**-**	**2**	**2**	**1**
14120 Cable Communications						
Cable Media Administrator	1000	1	1	1	1	1
Media Production Spec	1000	-	4	4	4	4
Television Exec Prod/Anchor	1000	1	1	1	1	-
Television Producer/Host	1000	1	1	1	1	1
Video Production Coord	1000	4	-	-	-	-
Cable Communications Division Total:		**7**	**7**	**7**	**7**	**6**
Marketing and Comm. - 154 Rollup Total:		**27.5**	**28.5**	**26.5**	**25.25**	**24.5**
Conv./Media/Parking - 155						
10891 Media Center Operations						
Chief Broadcast Engineer	1000	1	1	1	1	1
Civic Center - 431						
11710 Civic Center						
Civic Center Event Coord	1740	3	3	3	3	2
Civic Center Mgr	1740	1	1	-	-	1
Civic Center Ops Coord	1740	1	1	1	1	1
Mgmt Aide	1740	-	-	-	-	-
Secretary	1740	1	1	1	1	-
Srvc Worker III (Bldg Maint)	1740	1	1	1	1	1
Civic Center Division Total:		**7**	**7**	**6**	**6**	**5**
COMMUNICATIONS DEPARTMENT TOTAL:		**35.5**	**36.5**	**33.5**	**32.25**	**30.5**

COMMUNITY & ECON DEV DEPARTMENT

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNITY & ECON DEV DEPARTMENT						
Building Safety - 521						
15610 Building Safety						
Asst Bldg Safety Dir	1000	1	1	1	1	1
Asst Dep City Mgr	1000	-	-	1	1	-
Bldg Insp	1000	4	4	4	4	3
Bldg Insp Spec	1000	7	7	4	4	4
Bldg Safety Dir	1000	1	1	-	-	1
Plans Examiner	1000	3	3	2	2	2
Secretary	1000	1	1	1	1	1
Sr Bldg Insp	1000	5	5	4	4	4
Sr Mgmt Asst	1000	1	1	1	1	-
Sr Plans Examiner	1000	1	1	1	1	-
Sr Secretary	1000	1	1	1	1	1
Structural Plans Examiner	1000	1	1	1	1	1
Building Safety Division Total:		**26**	**26**	**21**	**21**	**18**
15620 Development Services Center						
Bldg Safety Mgr	1000	1	1	1	1	1
Customer Assistance Rep	1000	2	2	-	-	-
Development Plans Tech	1000	2	2	2	2	2
Development Srvcs Rep	1000	2	2	1	1	1
Development Srvcs Supv	1000	1	1	-	-	-
Sr Development Srvcs Rep	1000	2	2	2	2	1
Development Services Center Division		**10**	**10**	**6**	**6**	**5**
15630 Westgate-Bldg Safety Rvw/Insp.						
Bldg Insp Spec	1000	9	-	-	-	-
Development Plans Tech	1000	1	-	-	-	-
Plans Examiner	1000	1	-	-	-	-
Sr Bldg Insp	1000	1	-	-	-	-
Westgate-Bldg Safety Rvw/Insp. Division		**12**	**-**	**-**	**-**	**-**
17510 Cross Connection Control						
Bldg Insp	2400	1	1	1	1	1
Secretary	2400	0.75	0.75	0.75	0.75	0.75
Sr Bldg Insp	2400	1	1	1	1	1
Cross Connection Control Division Total:		**2.75**	**2.75**	**2.75**	**2.75**	**2.75**
Building Safety - 521 Rollup Total:		**50.75**	**38.75**	**29.75**	**29.75**	**25.75**
Planning - 531						
13770 Mapping and Records						
Engineering Tech II	1000	1	1	-	-	-
Sr Engineering Tech	1000	1	1	1	1	1
Mapping and Records Division Total:		**2**	**2**	**1**	**1**	**1**
15910 Planning Administration						
Planning Dir	1000	1	1	1	1	1
Sr Mgmt Asst	1000	1	1	-	-	-
Sr Secretary	1000	3	3	2	2	2
Planning Administration Division Total:		**5**	**5**	**3**	**3**	**3**

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNITY & ECON DEV DEPARTMENT						
Planning - 531						
15930 Current Planning						
Assoc Planner	1000	1	1	-	-	-
Asst Planning Dir	1000	-	-	-	-	1
Dep Planning Dir	1000	1	1	-	-	-
Planner	1000	2	2	2	2	1
Principal Planner	1000	2	2	2	2	-
Sr Planner	1000	4	4	2	2	1
Current Planning Division Total:		**10**	**10**	**6**	**4**	**3**
15940 Long-Range Planning & Research						
Dep Planning Dir	1000	1	1	-	-	-
Planner	1000	1	1	-	-	-
Planning Tech	1000	1	1	1	1	1
Sr Planner	1000	1	1	1	1	1
Long-Range Planning & Research Division		**4**	**4**	**2**	**2**	**2**
Planning - 531 Rollup Total:		**21**	**21**	**12**	**10**	**9**
Economic Development - 540						
16010 Economic Development						
Asst Economic Development Dir	1000	-	-	-	-	1
Econ Development Admin Asst	1000	-	-	-	-	1
Economic Development Admin	1000	4	4	3	3	1
Economic Development Dir	1000	1	1	1	1	1
Economic Development Spec	1000	-	-	-	-	1
Mgmt Asst	1000	1	1	-	-	-
Mgmt Asst II	1000	-	-	-	-	1
Sr Marketing & Comm Mgr	1000	1	-	-	-	-
Sr Mgmt Asst	1000	-	-	1	1	-
Economic Development Division Total:		**7**	**6**	**5**	**5**	**6**
COMMUNITY & ECON DEV DEPARTMENT TOTAL:		**78.75**	**65.75**	**46.75**	**44.75**	**40.75**
FINANCIAL SERVICES DEPARTMENT						
Finance - 221						
11310 Finance Administration						
Account Spec	1000	1	-	-	-	-
Chief Financial Officer	1000	-	-	-	-	1
Dep Finance Dir	1000	2	2	1	1	-
Finance Dir	1000	-	-	-	-	-
Finance Dir/CFO	1000	1	1	-	-	-
Financial Administrative Coord	1000	1	-	-	-	-
Mgmt Asst	1000	1	1	1	1	1
Office Support Supv	1000	-	1	1	1	1
Revenue Admin	1000	-	-	-	-	1
Secretary	1000	2	2	-	-	-
Sr Secretary	1000	1	1	1	1	-
Finance Administration Division Total:		**9**	**8**	**4**	**6**	**4**

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FINANCIAL SERVICES DEPARTMENT						
Finance - 221						
11320 Accounting Services						
Account Spec	1000	3	4	3	3	2
Account Spec II	1000	-	2	2	2	2
Accountant I	1000	5	5	4	4	3
Accountant II	1000	5	5	4	4	3
Accounting Mgr	1000	2	2	2	2	2
Office Support Supv	1000	1	-	-	-	-
Payroll & Accts Payable Supv	1000	1	1	1	1	1
Payroll Spec	1000	2	-	-	-	-
Accounting Services Division Total:		**19**	**19**	**16**	**15**	**13**
11340 License/Collection						
Coll Rep	1000	1	1	1	1	1
Reg Licensing & Compl Analyst	1000	2	3	2	2	1
Sr Applications Analyst	1000	1	1	1	1	1
Sr Billing & Compliance Spec	1000	2	2	0.5	0.5	-
Tax & License Mgr	1000	1	1	1	1	1
Tax Auditor	1000	3	3	3	3	3
License/Collection Division Total:		**10**	**11**	**8.5**	**7**	**7**
17020 Customer Service Office						
Account Spec	2360	1	1	1	1	1
Account Spec II	2360	4	4	4	4	4
Billing & Compliance Spec	2360	7	7	7	7	9
Billing Supv	2360	1	1	1	1	1
Business Equip Tech	2360	2	2	2	2	2
Cashier	2360	6	6	6	6	6
Coll Rep	2360	3	3	3	3	2
Customer Relations Supv	2360	1	1	1	1	-
Duplicating Coord	2360	1	1	1	1	-
Office Asst	2360	1	-	-	-	-
Reg Licensing & Compl Analyst	2360	-	-	-	-	1
Revenue Recovery Supv	2360	1	1	1	1	1
Secretary	2360	-	1	1	1	-
Sr Account Spec	2360	5	5	5	5	4
Sr Billing & Compliance Spec	2360	-	-	-	-	2
Sr Customer Assistance Rep	2360	2.5	2.5	2.5	2.5	2.5
Customer Service Office Division Total:		**35.5**	**35.5**	**35.5**	**35.5**	**35.5**
Finance - 221 Rollup Total:		**73.5**	**73.5**	**64**	**63.5**	**59.5**
Management & Budget - 241						
11360 Materials Management						
Contract Analyst	1000	3	3	3	3	2
Contract Spec	1000	1	1	-	-	-
Materials Mgr	1000	1	1	1	1	-
Purch & Materials Control Mgr	1000	-	-	-	-	1
Materials Management Division Total:		**5**	**5**	**4**	**2**	**3**

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FINANCIAL SERVICES DEPARTMENT						
Management & Budget - 241						
11610 Budget & Research						
Asst Budget Dir	1000	1	1	1	1	-
Budget Analyst	1000	2	2	1	1	-
Budget Coord	1000	-	-	1	1	-
Budget Dir	1000	1	1	1	1	-
Chief Budget Officer	1000	-	-	-	-	1
Financial Srvcs Exec Dir	1000	-	-	-	-	1
Sr Budget Analyst	1000	2	2	2	2	2
Budget & Research Division Total:		**6**	**6**	**6**	**6**	**4**
11620 Grants Administration						
Grants Admin	1000	1	1	-	-	-
Secretary	1000	0.5	0.5	-	-	-
Sr Mgmt Asst	1000	-	-	1	1	1
Grants Administration Division Total:		**1.5**	**1.5**	**1**	**1**	**1**
Management & Budget - 241 Rollup Total:		**12.5**	**12.5**	**11**	**9**	**8**
FINANCIAL SERVICES DEPARTMENT TOTAL:		**86**	**86**	**75**	**72.5**	**67.5**
FIRE SERVICES DEPARTMENT						
Fire Department - 331						
12410 Fire Administration						
Asst Fire Chief	1000	2	3	2	2	2
Dep Fire Chief (40 hrs)	1000	-	3	2	2	1
Dept Accting & Budget Mgr	1000	-	1	-	-	-
Fire Battalion Chief (40 Hrs)	1000	2	-	-	-	1
Fire Budget & Project Mgr	1000	1	1	-	-	-
Fire Captain (40 Hrs)	1000	-	-	1	1	-
Fire Captain (52 Hrs)	1000	1	1	-	-	-
Fire Chief	1000	1	1	1	1	1
Fire Comm Outreach Coord	1000	-	2	1	1	2
Fire Fighter (52 Hrs)	1000	-	-	-	-	1
Fire Finance/Budget Coord	1000	2	1	1	1	1
Fire Mgmt Analyst	1000	-	-	1	1	1
Mgmt Aide	1000	2	1	1	1	1
Mgmt Asst	1000	1	2	2	2	1
Programs Admin	1000	-	-	1	1	1
Secretary	1000	0.5	-	-	-	-
Sr HR Analyst	1000	1	1	-	-	-
Sr Secretary	1000	-	0.5	-	-	-
Fire Administration Division Total:		**13.5**	**17.5**	**13**	**14**	**13**
12420 Fire Life Safety Services Adm.						
Fire Battalion Chief (40 Hrs)	1000	1	-	-	-	-

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES DEPARTMENT						
Fire Department - 331						
12422 Fire Operations						
Dep Fire Chief (40 hrs)	1000	-	-	-	-	2
Dep Fire Chief (52 hrs)	1000	-	3	3	3	1
Fire Battalion Chief (40 Hrs)	1000	3	4	-	-	3
Fire Battalion Chief (52 Hrs)	1000	5	5	5	5	3
Fire Captain (40 Hrs)	1000	-	2	8	8	5
Fire Captain (52 Hrs)	1000	49	49	44	44	45
Fire Comm Outreach Coord	1000	1	1	1	1	1
Fire Crisis Response Vol Coord	1000	1	1	1	1	1
Fire Engineer (40 Hrs)	1000	-	-	3	3	1
Fire Engineer (52 Hrs)	1000	44	46	43	43	45
Fire Fighter (40 Hrs)	1000	-	-	4	4	5
Fire Fighter (52 Hrs)	1000	83	84	75	75	76
Programs Admin	1000	-	-	1	1	-
Fire Operations Division Total:		**186**	**195**	**188**	**188**	**188**
12433 Fire Resource Management						
Dep Fire Chief (40 hrs)	1000	-	1	-	-	-
Fire Battalion Chief (40 Hrs)	1000	2	1	-	-	-
Fire Captain (40 Hrs)	1000	1	1	-	-	-
Fire Engineer (52 Hrs)	1000	1	-	-	-	-
Programs Admin	1000	-	-	1	1	1
Public Safety Tech Srvcs Admin	1000	-	-	1	1	1
Srvc Worker I	1000	1	1	-	-	-
Srvc Worker II	1000	1	1	2	2	1
Sys Analyst	1000	1	1	-	-	1
Fire Resource Management Division Total:		**7**	**6**	**4**	**5**	**4**
12434 Fire Training						
Fire Battalion Chief (52 Hrs)	1000	1	-	-	-	-
Fire Captain (40 Hrs)	1000	2	-	-	-	-
Fire Training Division Total:		**3**	**-**	**-**	**-**	**-**
12436 Fire Medical Services & Health						
Fire Battalion Chief (52 Hrs)	1000	2	-	-	-	-
Fire Engineer (52 Hrs)	1000	1	-	-	-	-
Fire Medical Services & Health Division		**3**	**-**	**-**	**-**	**-**
12441 Fire Marshal's Office						
Asst Fire Marshal	1000	2	2	1	1	1
Fire Battalion Chief (40 Hrs)	1000	1	1	-	-	-
Fire Insp I	1000	2	2	3	3	1
Fire Insp II	1000	4	4	3	3	5
Fire Marshal	1000	-	1	1	1	1
Fire Protection Engineer I	1000	1	-	-	-	-
Mgmt Aide	1000	1	1	1	1	-
Plans Examiner	1000	1	1	1	1	1
Fire Marshal's Office Division Total:		**12**	**12**	**10**	**10**	**9**

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Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES DEPARTMENT						
Fire Department - 331						
12444 Fire Community Services						
Fire Battalion Chief (40 Hrs)	1000	2	-	-	-	-
Fire Comm Outreach Coord	1000	2	-	-	-	-
Fire Fighter (52 Hrs)	1000	1	-	-	-	-
Fire Community Services Division Total:		**5**	**-**	**-**	**-**	**-**
12490 Arena - Fire Event Staffing						
Secretary	1282	1	1	1	1	1
12491 Ambulance Services						
Fire Captain (40 Hrs)	1000	1	1	-	-	-
Fire Captain (52 Hrs)	1000	-	-	1	1	1
Secretary	1000	1	-	-	-	-
Sr Secretary	1000	-	1	1	1	1
Ambulance Services Division Total:		**2**	**2**	**2**	**2**	**2**
12590 PS Training Ops - Fire						
Dep Fire Chief (40 hrs)	2530	-	1	1	1	1
Fire Battalion Chief (40 Hrs)	2530	1	-	-	-	-
Fire Captain (40 Hrs)	2530	1	1	1	1	1
Mgmt Aide	2530	1	1	1	1	1
Mgmt Asst	2530	1	1	1	1	1
Secretary	2530	1	1	1	1	1
Srvc Worker II	2530	1	1	1	1	-
PS Training Ops - Fire Division Total:		**6**	**6**	**6**	**6**	**5**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES DEPARTMENT						
Fire Department - 331						
12610 Fire - Special Revenue Fund						
Applications Analyst	1720	1	-	-	-	-
Comm Sys Tech	1720	-	1	-	-	-
Customer Assistance Rep	1720	1	1	1	1	1
Emergency Srvcs Coord	1720	-	1	-	-	1
Fire Battalion Chief (40 Hrs)	1720	2	2	1	1	-
Fire Battalion Chief (52 Hrs)	1720	-	-	1	1	3
Fire Captain (40 Hrs)	1720	6	5	1	1	1
Fire Captain (52 Hrs)	1720	1	1	5	5	4
Fire Crisis Response Vol Coord	1720	3	3	2	2	2
Fire Dept Staff Counselor	1720	1	1	1	1	1
Fire EMS Coordinator	1720	-	1	1	1	1
Fire Engineer (40 Hrs)	1720	-	-	-	-	1
Fire Engineer (52 Hrs)	1720	4	4	4	4	3
Fire Fighter (40 Hrs)	1720	-	-	3	3	4
Fire Fighter (52 Hrs)	1720	23	23	26	26	24
Fire Insp I	1720	1	-	-	-	-
Fire Insp II	1720	-	1	1	1	1
Fire Protection Engineer II	1720	1	1	-	-	-
Mgmt Aide	1720	2	2	2	2	2
Secretary	1720	1	1	-	-	-
Shop Maint Coord	1720	1	1	1	1	1
Srvc Worker III	1720	2	1	1	1	1
Fire - Special Revenue Fund Division Total:		**50**	**50**	**51**	**51**	**51**
Fire Department - 331 Rollup Total:		**289.5**	**289.5**	**275**	**277**	**273**
Fire Department - 333						
12492 Air-Med & Logistics Ops (HALO)						
Fire Engineer (40 Hrs)	1000	-	-	-	-	1
Fire Fighter (52 Hrs)	1000	3	3	3	3	2
Mgmt Aide	1000	1	1	1	1	1
Air-Med & Logistics Ops (HALO) Division		**4**	**4**	**4**	**4**	**4**
FIRE SERVICES DEPARTMENT TOTAL:		**293.5**	**293.5**	**279**	**281**	**277**
HR & RISK MGT DEPARTMENT						
Human Resources - 191						
11010 Risk Management/Safety						
Employee Safety Specialist	1000	1	1	-	-	-
Loss Control Supervisor	1000	1	1	1	1	-
Occupational Health Nurse	1000	1	1	-	-	-
Risk Mgr	1000	1	1	-	-	1
Risk Mgmt Claims Analyst	1000	1	1	-	-	-
Worker's Comp Claims Analyst	1000	1	1	1	1	-
Risk Management/Safety Division Total:		**6**	**6**	**2**	**1**	**1**

Authorized Staffing

DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
HR & RISK MGT DEPARTMENT						
Human Resources - 191						
11020 Benefits						
Employee Benefits Rep	1000	2	1.75	0.25	0.25	-
HR Generalist	1000	-	-	1	1	1
Sr Customer Assistance Rep	1000	-	-	-	-	-
Sr HR Analyst	1000	1	1	-	-	-
Benefits Division Total:		**3**	**2.75**	**1.25**	**2**	**1**
11030 Human Resources Administration						
Asst HR Dir	1000	1	1	1	1	1
HR & Risk Mgmt Dir	1000	1	1	1	1	-
HR Coord	1000	-	-	-	-	1
HR Program Mgr	1000	-	-	1	1	-
HR Technology Analyst	1000	-	-	-	-	-
Mgmt Asst	1000	1	1	1	1	1
Sr HR Analyst	1000	2	2	-	-	-
Sr HR Technology Analyst	1000	1	1	1	1	-
Human Resources Administration Division		**6**	**6**	**5**	**5**	**3**
11040 Employment Services						
Benefits Analyst	1000	-	-	-	-	1
HR Admin	1000	-	-	-	-	1
HR Analyst	1000	2	2	-	-	-
HR Coord	1000	-	-	-	-	-
HR Generalist	1000	-	-	-	-	2
HR Program Coord	1000	0.75	1	1	1	-
HR Program Mgr	1000	1	1	2	2	-
Employment Services Division Total:		**3.75**	**4**	**3**	**4**	**4**
11050 Employee Relations						
HR Admin	1000	-	-	-	-	1
HR Analyst	1000	1	-	-	-	-
HR Generalist	1000	-	-	-	-	1
HR Program Mgr	1000	1	1	2	2	-
HR Tech	1000	0.75	0.75	-	-	-
Sr HR Analyst	1000	-	1	-	-	-
Employee Relations Division Total:		**2.75**	**2.75**	**2**	**2**	**2**
11060 Compensation						
Dep HR Dir	1000	1	1	1	1	1
HR Admin	1000	-	-	-	-	1
HR Coord	1000	-	-	-	-	1
HR Program Mgr	1000	1	1	1	1	-
HR Tech	1000	2.5	2.5	3	3	1
Mgmt Asst	1000	1	1	1	1	-
Sr Customer Assistance Rep	1000	-	-	-	-	0.75
Compensation Division Total:		**5.5**	**5.5**	**6**	**4.75**	**4.75**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
HR & RISK MGT DEPARTMENT						
Human Resources - 191						
11070 Organizational Development						
Dep HR Dir	1000	1	1	-	-	-
Employee Devel Coord	1000	-	-	-	-	1
HR Generalist	1000	-	-	-	-	1
HR Program Mgr	1000	-	1	1	1	-
Sr HR Analyst	1000	2	1	-	-	-
Organizational Development Division		**3**	**3**	**1**	**3**	**2**
18010 Risk Mgmt Trust Fund						
Occ Health & Wellness Nurse	2540	-	-	-	-	-
Risk & Safety Analyst	2540	-	-	-	-	3
Risk Mgmt Claims Analyst	2540	-	-	1	1	-
Risk Mgmt Trust Fund Division Total:		**-**	**-**	**1**	**3.75**	**3**
HR & RISK MGT DEPARTMENT TOTAL:		**30**	**30**	**21.25**	**25.5**	**20.75**
INTERGOVT. PROGRAMS DEPARTMENT						
Intergovt. Programs - 133						
10910 Intergovernmental Programs						
Dep Intergov Programs Dir	1000	1	1	-	-	-
Intergov Programs Admin	1000	-	-	2	2	2
Intergov Programs Dir	1000	1	1	1	1	1
Legislative Coordinator	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	1	1	1
INTERGOVT. PROGRAMS DEPARTMENT TOTAL:		**4**	**4**	**4**	**4**	**4**
INTERNAL AUDIT DEPARTMENT						
Internal Audit - 132						
10710 Internal Audit						
Asst City Auditor	1000	1	1	1	1	1
City Auditor	1000	1	1	1	1	-
Compliance/Asset Mgmt Exec Dir	1000	-	-	-	-	1
Internal Auditor	1000	2	2	-	-	-
Sr Secretary	1000	0.5	0.5	-	-	0.5
INTERNAL AUDIT DEPARTMENT TOTAL:		**4.5**	**4.5**	**2**	**2.5**	**2.5**
MAYOR & COUNCIL DEPARTMENT						
Mayor - 111						
10010 Office of the Mayor						
Asst to the Mayor	1000	1	1	1	1	1
Exec Administrative Asst II	1000	1	-	-	-	-
Mayor	1000	1	1	1	1	1
Mgmt Aide	1000	-	1	1	1	1
Sr Mgmt Asst	1000	1	1	1	1	1
Office of the Mayor Division Total:		**4**	**4**	**4**	**4**	**4**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
MAYOR & COUNCIL DEPARTMENT						
Council Office - 112						
10110 Council Office						
Council Asst	1000	4	4	3	3	4
Council Srvcs Admin	1000	1	1	1	1	1
Exec Administrative Asst	1000	1	1	1	1	2
Secretary	1000	1	1	1	1	-
Council Office Division Total:		**7**	**7**	**6**	**7**	**7**
10120 Cholla District						
Council Member	1000	-	-	-	-	1
Vice Mayor	1000	1	1	1	1	-
Cholla District Division Total:		**1**	**1**	**1**	**1**	**1**
10130 Barrel District						
Council Member	1000	1	1	1	1	1
10140 Sahuaro District						
Council Member	1000	1	1	1	1	-
Vice Mayor	1000	-	-	-	-	1
Sahuaro District Division Total:		**1**	**1**	**1**	**1**	**1**
10150 Cactus District						
Council Member	1000	1	1	1	1	1
10160 Yucca District						
Council Member	1000	1	1	1	1	1
10170 Ocotillo District						
Council Member	1000	1	1	1	1	1
Council Office - 112 Rollup Total:		**13**	**13**	**12**	**13**	**13**
MAYOR & COUNCIL DEPARTMENT TOTAL:		**17**	**17**	**16**	**17**	**17**
N'HOOD & HUMAN SVCS DEPARTMENT						
Comm. Action Program - 171						
32040 Community Action Program (CAP)						
Community Action Program Admin	1820	1	1	1	1	-
Community Eligibility Rep	1820	1.5	2.5	2.5	2.5	-
Community Eligibility Spec	1820	2	1	1	1	-
Customer Assistance Rep	1820	1	1	1	1	-
Mgmt Aide	1820	1	1	1	1	-
Office Asst	1820	0.5	0.5	0.5	0.5	-
Community Action Program (CAP)		**7**	**7**	**7**	**-**	**-**
32056 Case Mgmt Admin						
Community Eligibility Rep	1820	-	-	-	-	2.5
Community Eligibility Spec	1820	-	-	-	-	1
Case Mgmt Admin Division Total:		**-**	**-**	**-**	**3.5**	**3.5**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
N'HOOD & HUMAN SVCS DEPARTMENT						
Comm. Action Program - 171						
32060 Community Svcs Block Grant-Adm						
Community Action Program Admin	1820	-	-	-	-	1
Customer Assistance Rep	1820	-	-	-	-	1
Mgmt Aide	1820	-	-	-	-	1
Office Asst	1820	-	-	-	-	0.5
Community Svcs Block Grant-Adm		**-**	**-**	**-**	**3.5**	**3.5**
Comm. Action Program - 171 Rollup Total:		**7**	**7**	**7**	**7**	**7**
Comm. Services Adm - 411						
14510 Comm. Services Admin.						
Dep City Mgr	1000	1	1	1	1	-
Sr Mgmt Asst	1000	1	1	-	-	-
Comm. Services Admin. Division Total:		**2**	**2**	**1**	**-**	**-**
Comm. Partnerships - 441						
15010 Community Revitalization						
Dep City Mgr	1000	-	-	-	-	-
Revitalization Admin	1000	1	1	1	1	1
Revitalization Grants Supv	1000	1	1	1	1	1
Community Revitalization Division Total:		**2**	**2**	**2**	**3**	**2**
17910 Community Housing						
Account Spec II	2500	1	1	1	1	1
Accountant I	2500	1	1	1	1	-
Bldg Maint Leader	2500	-	-	1	1	1
Bldg Maint Supv	2500	1	1	1	1	1
Building Maintenance Worker	2500	3	3	2	2	2
Community Partnerships Dir	2500	1	1	1	1	1
Housing Assistance Rep	2500	10	10	10	10	10
Housing Srvcs Admin	2500	1	1	1	1	1
Housing Supv	2500	1	1	1	1	1
Mgmt Asst	2500	1	-	-	-	1
Neighborhood Srvcs Coord	2500	-	-	-	-	1
Secretary	2500	2	2	2	2	2
Sr Mgmt Asst	2500	1	2	1	1	1
Sr Secretary	2500	1	1	1	1	1
Srvc Worker I (Bldg Maint)	2500	1	1	1	1	1
Community Housing Division Total:		**25**	**25**	**24**	**24**	**25**
31001 CDBG Programs						
Account Spec II	1320	1	1	1	1	1
Mgmt Asst	1320	0.75	0.75	0.75	0.75	0.75
Revitalization Coord	1320	4	4	4	4	4
Revitalization Supv	1320	1	1	1	1	1
Secretary	1320	1	1	1	1	1
Sr Secretary	1320	1	1	1	1	1
CDBG Programs Division Total:		**8.75**	**8.75**	**8.75**	**8.75**	**8.75**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
N'HOOD & HUMAN SVCS DEPARTMENT						
Comm. Partnerships - 441						
Comm. Partnerships - 441 Rollup Total:		**35.75**	**35.75**	**34.75**	**35.75**	**35.75**
Community Dev Admin - 511						
15510 CD Deputy City Manager						
Dep City Mgr	1000	1	1	1	1	1
Code Compliance - 550						
14410 Code Compliance						
Asst Code Compliance Dir	1000	1	1	1	1	1
Code Compliance Dir	1000	1	1	1	1	1
Code Compliance Supv	1000	2	2	2	2	2
Code Insp I	1000	6	4	2	2	3
Code Insp II	1000	5	3	7	7	4
Code Insp III	1000	2	6	2	2	2
Mgmt Asst	1000	1	1	1	1	1
Secretary	1000	2.5	2.5	2	2	1
Sr Secretary	1000	1	1	1	1	1
Code Compliance Division Total:		**21.5**	**21.5**	**19**	**19**	**16**
15015 Neighborhood Partnership						
Mgmt Aide	1000	0.5	0.5	-	-	-
Neighborhood Partnership Admin	1000	1	1	1	1	1
Neighborhood Srvcs Coord	1000	3	3	2	2	1
Sr Secretary	1000	1	1	1	1	-
Neighborhood Partnership Division Total:		**5.5**	**5.5**	**4**	**5.5**	**2**
Code Compliance - 550 Rollup Total:		**27**	**27**	**23**	**24.5**	**18**
N'HOOD & HUMAN SVCS DEPARTMENT TOTAL:		**72.75**	**72.75**	**66.75**	**68.25**	**61.75**
PARKS, REC & LIBRARY DEPARTMENT						
Right-of-Way - 420						
16710 Right-of-Way Maintenance						
Crewleader (Streets)	1340	2	2	2	2	1
Engineering Insp II	1340	1	1	1	1	1
PC Oper	1340	1	1	-	-	-
Service Worker III (Streets)	1340	8	8	7	7	5
Srvc Worker II (Streets)	1340	4	3	3	3	4
Streets Supv	1340	1	1	-	-	-
Right-of-Way Maintenance Division Total:		**17**	**16**	**13**	**13**	**11**
Parks & Recreation - 421						
13010 Pool Maintenance						
Srvc Worker III (Parks)	1000	3	3	2	2	2
13020 Park Irrigation						
Crewleader (Parks)	1000	1	1	-	-	-
Srvc Worker II (Parks)	1000	1	1	1	1	-
Srvc Worker III (Parks)	1000	2	2	2	2	-
Park Irrigation Division Total:		**4**	**4**	**3**	**3**	**-**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
Parks & Recreation - 421						
13030 Parks CIP & Planning						
Dep Parks & Rec Dir	1000	1	1	-	-	-
Parks & Rec Projects Coord	1000	2	2	2	2	1
Parks CIP & Planning Division Total:		**3**	**3**	**2**	**2**	**1**
13040 Parks Maintenance						
Crewleader (Parks)	1000	3	3	2	2	2
Dep Parks & Rec Dir	1000	1	1	1	1	1
Landscape Gard/Horticulturist	1000	1	1	1	1	1
Park Mgr	1000	2	2	-	-	-
Playground Equip Srvc Worker	1000	2	2	2	2	2
Rec Mgr	1000	-	-	-	-	1
Secretary	1000	1	1	1	1	1
Sr Heavy Equip Srvc Worker	1000	1	1	1	1	1
Sr Rec Coord	1000	-	-	-	-	1
Srvc Worker I (Parks)	1000	4	-	-	-	-
Srvc Worker II (Parks)	1000	9	13	10	10	8
Srvc Worker III (Parks)	1000	4	3	5	5	2
Parks Maintenance Division Total:		**28**	**27**	**23**	**20**	**20**
14610 Parks & Recreation Admin.						
Account Spec	1000	-	-	-	-	2
Mgmt Asst II	1000	-	-	-	-	1
Parks & Rec Dir	1000	1	1	1	1	-
Parks, Rec & Library Exec Dir	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	1	1	-
Parks & Recreation Admin. Division Total:		**2**	**2**	**2**	**1**	**4**
14620 Glendale Community Center						
Rec Programmer	1000	1	1	1	1	1
Sr Rec Coord	1000	2	2	1	1	-
Glendale Community Center Division		**3**	**3**	**2**	**2**	**1**
14630 Recreation Support Services						
Mgmt Asst	1000	1	1	1	1	1
Rec Accounts Coord	1000	1	1	1	1	-
Secretary	1000	3	3	3	3	2
Sr Secretary	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	1	1	-	-	-
Support Srvc Supv	1000	1	1	-	-	-
Recreation Support Services Division Total:		**8**	**8**	**6**	**6**	**4**
14640 Adult Center						
Rec Coord	1000	2	2	2	2	1
Rec Mgr	1000	1	1	1	1	1
Secretary	1000	2	2	2	2	1
Srvc Worker II (Parks)	1000	1	1	2	2	1
Support Srvc Supv	1000	-	-	1	1	1
Adult Center Division Total:		**6**	**6**	**8**	**8**	**5**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
Parks & Recreation - 421						
14650 Youth and Teen						
Rec Coord	1000	1	-	-	-	-
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	4.5	5.25	4.5	4.5	2.25
Sr Rec Coord	1000	1	2	1	1	1
Youth and Teen Division Total:		**7.5**	**8.25**	**6.5**	**6.75**	**4.25**
14660 Special Events and Programs						
Rec Coord	1000	1	1	-	-	-
Rec Mgr	1000	1	1	1	1	-
Special Events and Programs Division		**2**	**2**	**1**	**1**	**-**
14670 Sports and Health						
Dep Parks & Rec Dir	1000	1	1	1	1	-
Park Mgr	1000	-	-	1	1	1
Rec Coord	1000	3	3	1	1	1
Rec Mgr	1000	1	1	1	1	1
Srvc Worker II (Parks)	1000	-	-	1	1	1
Sports and Health Division Total:		**5**	**5**	**5**	**5**	**4**
14680 Aquatics						
Sr Rec Coord	1000	1	1	1	1	-
14690 Audio/Visual						
Audio/Visual Coordinator	1000	1	1	-	-	-
Audio/Visual Network Spec	1000	1	1	-	-	-
Audio/Visual Division Total:		**2**	**2**	**-**	**-**	**-**
14700 Marketing - Parks & Rec						
Mgmt Asst	1000	1	1	1	1	-
Rec Programmer	1000	-	-	0.75	0.75	-
Marketing - Parks & Rec Division Total:		**1**	**1**	**1.75**	**1.75**	**-**
14710 Park Rangers						
Park Mgr	1000	1	1	-	-	-
Park Ranger	1000	3	3	3	3	3
Srvc Worker III (Parks)	1000	-	1	-	-	-
Park Rangers Division Total:		**4**	**5**	**3**	**3**	**3**
14740 Copper Canyon HS Youth Dev Prg						
Rec Programmer	1000	0.75	-	-	-	-
14760 Historic Sahuaro Ranch						
Rec Coord	1000	-	1	1	1	1
Rec Programmer	1000	1	-	-	-	-
Sr Rec Coord	1000	2	2	2	2	-
Historic Sahuaro Ranch Division Total:		**3**	**3**	**3**	**3**	**1**
14830 Rec Self Sust-Foothills Rec						
Rec Coord	1880	-	-	1	1	1
14840 Sports Self Sustaining						
Rec Coord	1880	-	-	1	1	1

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
Parks & Recreation - 421						
14850 Youth and Teen Self Sustaining						
Rec Programmer	1880	5	5	5	5	5
35008 Youth Football Hub Grant						
Rec Coord	1840	1	-	-	-	-
Parks & Recreation - 421 Rollup Total:		**89.25**	**88.25**	**76.25**	**72.5**	**56.25**
Parks & Recreation - 422						
14720 Foothills Recreation Center						
Building Maintenance Worker	1000	1	1	1	1	1
Office Support Supv	1000	1	1	1	1	1
Rec Mgr	1000	1	1	1	1	1
Rec Programmer	1000	3	3	2	2	2
Secretary	1000	1	1	-	-	-
Sr Rec Coord	1000	2	2	2	2	1
Srvc Worker II (Parks)	1000	1	1	1	1	1
Foothills Recreation Center Division Total:		**10**	**10**	**8**	**7.75**	**7**
Library & Arts - 452						
15220 Library						
Account Spec	1000	2	2	2	2	-
Chief Librarian	1000	-	-	-	-	1
Computer Ops Supv	1000	1	-	-	-	-
Courier	1000	1	1	1	1	0.5
Librarian I	1000	2.5	1.5	3.5	3.5	-
Librarian II	1000	21.25	22.25	16.25	16.25	16.75
Librarian III	1000	6	6	3	3	3
Librarian IV	1000	4	4	4	4	3
Library Asst I	1000	3	3	4	4	3.5
Library Asst II	1000	3	3	1.63	1.63	1
Library Asst III	1000	13.75	13.75	13.25	13.25	11.75
Library Circulation Clerk	1000	11.26	-	-	-	-
Library Dir	1000	1	1	1	1	-
Library Graphics Coord	1000	1	1	1	1	-
Library Mgr	1000	6	6	5	5	3
Library Ops Supv	1000	5	4	4	4	4
Library Technology Coord	1000	-	2	2	2	1
Library Technology Supv	1000	1	1	1	1	-
Mgmt Asst	1000	1	1	1	1	-
PC Support Specialist II	1000	3	3	2	2	-
Public Service Asst	1000	-	11.26	2.63	2.63	5.5
Secretary	1000	-	-	1	1	1
Library Division Total:		**86.76**	**86.76**	**69.26**	**70.13**	**55**
15230 Arts Maintenance - Admin.						
Arts & Cultural Admin	1000	1	1	-	-	-
15310 Arts Maintenance						
Library Graphics Coord	1220	-	-	-	-	1

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PARKS, REC & LIBRARY DEPARTMENT						
Library & Arts - 452						
Library & Arts - 452 Rollup Total:		**87.76**	**87.76**	**69.26**	**70.13**	**56**
PARKS, REC & LIBRARY DEPARTMENT TOTAL:		**204.01**	**202.01**	**166.51**	**163.38**	**130.25**
POLICE SERVICES DEPARTMENT						
Police Department - 312						
12110 Police Legal Services						
Police Officer	1000	2	1	-	-	-
Police Sergeant	1000	1	-	-	-	-
Public Safety Staff Attorney	1000	1	1	1	1	-
Police Legal Services Division Total:		**4**	**2**	**1**	**-**	**-**
12120 Police Administration						
Asst Police Chief	1000	2	2	2	2	2
Asst Police Dir	1000	1	1	-	-	-
Mgmt Aide	1000	1	-	-	-	-
Mgmt Asst	1000	2	3	3	3	2
Police Chief	1000	1	1	1	1	1
Police Crime/Stats Analyst	1000	3	3	-	-	1
Police Lieutenant	1000	1	1	1	1	1
Police Officer	1000	3	3	2	2	4
Police Plan & Research Analyst	1000	1	1	1	1	1
Police Sergeant	1000	4	5	5	5	4
Police Support Srvcs Supv	1000	-	-	-	-	-
Police Tech Srvcs Mgr	1000	2	2	1	1	-
Sr Mgmt Asst	1000	-	-	-	-	1
Sr Secretary	1000	1	4	3	3	1
Police Administration Division Total:		**22**	**26**	**19**	**21**	**18**
12130 Central Patrol Bureau						
Police Commander	1000	1	1	1	1	1
Police Community Srvcs Officer	1000	-	1	-	-	-
Police Crime Prevention Spec	1000	3	3	-	-	2
Police Lieutenant	1000	3	5	5	5	5
Police Officer	1000	105.5	96	101	101	87
Police Records Tech	1000	-	1	-	-	-
Police Sergeant	1000	14	12	13	13	14
Police Volunteer Coord	1000	1	-	-	-	-
Secretary	1000	1	1	-	-	-
Central Patrol Bureau Division Total:		**128.5**	**120**	**120**	**118**	**109**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
POLICE SERVICES DEPARTMENT						
Police Department - 312						
12150 Crime Investigations						
Mgmt Aide	1000	3	3	3	3	2
Police Commander	1000	1	1	1	1	2
Police Community Srvcs Officer	1000	-	-	-	-	1
Police Crime/Stats Analyst	1000	-	-	1	1	1
Police Identification Supv	1000	-	1	1	1	1
Police Identification Tech	1000	5	6	5	5	4
Police Lieutenant	1000	3	3	3	3	2
Police Officer	1000	56	58	57	57	60
Police Officer (Assignment)	1000	1	-	-	-	-
Police Sergeant	1000	7	9	9	9	9
Sr Secretary	1000	1	1	1	1	1
Victim Assistance Caseworker	1000	3	3	2	2	2
Crime Investigations Division Total:		**80**	**85**	**83**	**85**	**85**
12160 Police Personnel Management						
Police Commander	1000	1	1	1	1	-
Police Crisis Srvcs Coord	1000	1	1	-	-	-
Police Hiring Coord	1000	3	3	-	-	-
Police Officer	1000	6	12	14	14	12
Police Officer (Assignment)	1000	1	-	-	-	-
Police Sergeant	1000	3	5	5	5	4
Police Tech Srvcs Mgr	1000	1	1	-	-	-
Police Volunteer Coord	1000	-	1	1	1	-
Secur Officer	1000	4	4	3	3	3
Secur Srvcs Coord	1000	1	1	1	1	1
Police Personnel Management Division		**21**	**29**	**25**	**24**	**20**
12170 Foothills Patrol Bureau						
Police Commander	1000	1	1	1	1	1
Police Community Srvcs Officer	1000	-	-	-	-	-
Police Crime Prevention Spec	1000	3	3	-	-	3
Police Crime/Stats Analyst	1000	-	-	1	1	1
Police Lieutenant	1000	5	4	4	4	4
Police Officer	1000	84.5	95	92	92	94
Police Sergeant	1000	12	12	11	11	14
Secretary	1000	1	1	1	1	1
Foothills Patrol Bureau Division Total:		**106.5**	**116**	**110**	**115**	**118**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
POLICE SERVICES DEPARTMENT						
Police Department - 312						
12180 Police Support Services						
Police Comm Spec	1000	1	-	-	-	-
Police Community Srvcs Officer	1000	9	8	-	-	2
Police Identification Supv	1000	1	-	-	-	-
Police Identification Tech	1000	1	-	-	-	-
Police Lieutenant	1000	-	-	-	-	1
Police Officer	1000	4	-	-	-	-
Police Property/Evid Custodian	1000	3	3	3	3	3
Police Records Tech	1000	15.5	14.5	12.5	12.5	12.5
Police Sergeant	1000	1	-	-	-	-
Police Support Srvcs Supv	1000	2	2	1	1	-
Police Tech Srvcs Bureau Admin	1000	1	1	1	1	-
Police Tech Srvcs Mgr	1000	1	1	1	1	1
Property Room Supv	1000	1	1	1	1	1
Public Safety Tech Srvcs Admin	1000	-	-	-	-	1
Sr Secretary	1000	3	-	-	-	-
Srvc Worker III (Fleet)	1000	1	1	-	-	-
Police Support Services Division Total:		**44.5**	**31.5**	**19.5**	**24.5**	**21.5**
12190 Arena-PD Event Staffing						
Public Safety Events Scheduler	1282	1	1	1	1	1
12215 PD - Tow Administration						
Mgmt Aide	1000	1	1	1	1	1
12220 PD - Detention						
Police Detention Officer	1000	9	9	6	6	6
Police Support Srvcs Supv	1000	3	3	3	3	3
Police Tech Srvcs Mgr	1000	1	1	1	1	1
PD - Detention Division Total:		**13**	**13**	**10**	**9**	**10**
12230 PD - Communications						
Comm Sys Tech	1000	1	1	1	1	1
Police Comm Spec	1000	26.5	27.5	24.5	24.5	22.5
Police Comm Supv	1000	5	5	5	5	5
Police Comm Sys Spec	1000	1	1	1	1	1
Police Ops Mgr	1000	1	1	1	1	1
PD - Communications Division Total:		**34.5**	**35.5**	**32.5**	**30.5**	**30.5**
12231 Stadium - PD Event Staffing						
Mgmt Aide	1281	1	1	1	1	1
Public Safety Events Scheduler	1281	1	1	1	1	1
Stadium - PD Event Staffing Division Total:		**2**	**2**	**2**	**2**	**2**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
POLICE SERVICES DEPARTMENT						
Police Department - 312						
12233 PD - Special Operations						
Police Aide	1000	4	4	-	-	-
Police Commander	1000	1	1	1	1	1
Police Lieutenant	1000	4	3	3	3	3
Police Officer	1000	27	25	24	24	23
Police Officer (Assignment)	1000	1	1	1	1	1
Police Sergeant	1000	10	9	9	9	7
Police Support Srvcs Supv	1000	1	1	-	-	-
PD - Special Operations Division Total:		**48**	**44**	**38**	**39**	**35**
12235 PD - Emergency Management						
Asst Homeland Security Dir	1000	-	-	1	1	-
Building Maintenance Worker	1000	-	-	1	1	1
Emergency Mgmt Admin	1000	-	-	-	-	-
Emergency Srvcs Coord	1000	-	-	1	1	-
Homeland Security Dir	1000	-	-	1	1	-
Mgmt Aide	1000	-	-	1	1	-
Police Ops Mgr	1000	-	-	-	-	1
Police Volunteer Coord	1000	-	-	-	-	1
Sys Admin	1000	-	-	1	1	1
PD - Emergency Management Division		**-**	**-**	**6**	**6**	**4**
12310 Patrol - Special Revenue Fund						
Database Admin	1700	1	1	1	1	-
Info Technology Mgr	1700	-	1	1	1	1
Info Technology Project Mgr	1700	1	-	-	-	-
Legal Asst	1700	1	1	1	1	-
Mgmt Aide	1700	6	4	4	4	5
Mgmt Asst	1700	-	-	-	-	2
Police Aide	1700	3	1	1	1	1
Police Comm Spec	1700	10	10	10	10	9
Police Detention Officer	1700	9	9	9	9	8
Police Hiring Coord	1700	-	1	1	1	1
Police Lieutenant	1700	1	1	1	1	1
Police Officer	1700	75	75	74	74	70
Police Officer Trainee	1700	-	-	1	1	5
Police Records Tech	1700	3	3	3	3	3
Police Sergeant	1700	4	4	4	4	4
Police Support Srvcs Supv	1700	1	1	1	1	2
Police Tech Srvcs Mgr	1700	-	1	1	1	1
Programs Admin	1700	-	-	1	1	1
Secretary	1700	-	1	1	1	1
Secur Officer	1700	1	2	2	2	1
Sr HR Analyst	1700	1	1	-	-	-
Sys Analyst	1700	-	-	-	-	1
Victim Assistance Caseworker	1700	1	1	1	1	1
Patrol - Special Revenue Fund Division		**118**	**118**	**118**	**118**	**118**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
POLICE SERVICES DEPARTMENT						
Police Department - 312						
12390 PS Training Ops - Police						
Police Lieutenant	2530	1	1	1	1	1
Secur Officer	2530	1	1	1	1	1
PS Training Ops - Police Division Total:		**2**	**2**	**2**	**2**	**2**
32030 State RICO						
Secretary	1860	0.5	0.5	0.5	0.5	0.5
33002 Victim Rights - PD						
Victim Assistance Caseworker	1840	-	1	1	1	1
33018 VOCA						
Victim Assistance Caseworker	1840	2	1	1	1	1
Police Department - 312 Rollup Total:		**628.5**	**628.5**	**590.5**	**598.5**	**577.5**
Homeland Security - 341						
12810 Homeland Security Admin.						
Homeland Security Dir	1000	1	1	-	-	-
12820 Emergency Operations Ctr (EOC)						
Asst Homeland Security Dir	1000	1	1	-	-	-
Building Maintenance Worker	1000	1	1	-	-	-
Emergency Srvcs Coord	1000	-	2	-	-	-
Mgmt Aide	1000	1	1	-	-	-
Operations & Training Officer	1000	1	-	-	-	-
Sys Admin	1000	1	1	-	-	-
Sys Analyst	1000	1	-	-	-	-
Emergency Operations Ctr (EOC) Division		**6**	**6**	**-**	**-**	**-**
Homeland Security - 341 Rollup Total:		**7**	**7**	**-**	**-**	**-**
POLICE SERVICES DEPARTMENT TOTAL:		**635.5**	**635.5**	**590.5**	**598.5**	**577.5**
PUBLIC WORKS DEPARTMENT						
Public Works Admin. - 611						
13310 Public Works Administration						
Dep City Mgr	1000	1	1	1	1	-
Field Operations - 620						
11370 Materials Control Warehouse						
Materials Control Asst	1000	1	1	-	-	-
Materials Control Spec	1000	2.75	2.75	2.75	2.75	2.75
Materials Logistics Mgr	1000	1	1	1	1	-
Secretary	1000	1	1	1	1	1
Materials Control Warehouse Division		**5.75**	**5.75**	**4.75**	**4.75**	**3.75**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PUBLIC WORKS DEPARTMENT						
Field Operations - 620						
13410 Field Operations Admin.						
Account Spec II	1000	1	1	-	-	-
Dep Field Ops Dir	1000	1	1	1	1	1
Dispatcher/Router	1000	2	2	-	-	-
Field Ops Admin Supv	1000	1	1	-	-	-
Field Ops Dir	1000	1	1	1	1	-
Public Works Exec Dir	1000	-	-	-	-	1
Sr Mgmt Asst	1000	1	1	-	-	-
Sr Secretary	1000	1	1	-	-	-
Field Operations Admin. Division Total:		**8**	**8**	**2**	**2**	**2**
13420 Cemetery						
Crewleader (Parks)	1000	1	1	1	1	1
Srvc Worker III (Parks)	1000	1	1	1	1	1
Cemetery Division Total:		**2**	**2**	**2**	**2**	**2**
13440 Graffiti Removal						
Srvc Worker II	1000	1	1	1	1	-
Srvc Worker II (Airport)	1000	1	1	1	1	-
Srvc Worker II (Streets)	1000	2	2	1	1	2
Graffiti Removal Division Total:		**4**	**4**	**3**	**3**	**2**
13450 Facilities Management						
Bldg Maint Leader	1000	2	2	2	2	1
Bldg Maint Supv	1000	2	2	1	1	2
Building Maintenance Worker	1000	16	16	14	14	7
Facilities Mgmt Supt	1000	1	1	-	-	-
Facilities Management Division Total:		**21**	**21**	**17**	**16**	**10**
13460 Custodial Services						
Custodial Supv	1000	1	1	1	1	1
Custodian	1000	15	15	13	13	8
Custodian Lead	1000	4	4	4	4	4
Custodial Services Division Total:		**20**	**20**	**18**	**15**	**13**
13480 PS Training Ops - Fac. Mgmt.						
Building Maintenance Worker	2530	1	1	-	-	1
Custodian	2530	3	3	2	2	2
PS Training Ops - Fac. Mgmt. Division		**4**	**4**	**2**	**4**	**3**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PUBLIC WORKS DEPARTMENT						
Field Operations - 620						
13510 Equipment Management						
Buyer I	1040	1	1	1	1	1
Equip Mechanic I	1040	5	5	4	4	3
Equip Mechanic II	1040	10	9	9	9	9
Equip Mechanic Spec	1040	17	16	15	15	14
Equip Mgmt Supt	1040	1	1	1	1	1
Fleet Sys Coord	1040	1	1	-	-	-
Shop Maint Coord	1040	2	2	2	2	2
Shop Supv	1040	2	2	2	2	2
Srvc Worker I	1040	-	1	1	1	1
Srvc Writer	1040	1	1	-	-	-
Welder\Fabricator	1040	1	1	1	1	-
Equipment Management Division Total:		**41**	**40**	**36**	**33**	**33**
13530 Parts Store Operations						
Buyer II	1040	1	1	1	1	1
16040 Downtown Beaut. & Promotion						
Secur Officer	1000	2	2	2	2	2
Srvc Worker II	1000	2	2	2	2	-
Downtown Beaut. & Promotion Division		**4**	**4**	**4**	**4**	**2**
16720 Street Maintenance						
Crewleader (Streets)	1340	7	7	5	5	2
Engineering Insp II	1340	1	2	2	2	-
Heavy Equip Oper	1340	1	1	1	1	-
Mgmt Asst	1340	1	1	1	1	-
Service Worker III (Streets)	1340	9	6	5	5	2
Srvc Worker II (Streets)	1340	17	14	11	11	-
Streets Supt	1340	1	1	1	1	-
Streets Supv	1340	3	3	2	2	1
Street Maintenance Division Total:		**40**	**35**	**28**	**27**	**5**
16730 Street Cleaning						
Equipment Operator (Streets)	1340	4	2	-	-	-
Service Worker III (Streets)	1340	1	1	-	-	-
Street Cleaning Division Total:		**5**	**3**	**-**	**-**	**-**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PUBLIC WORKS DEPARTMENT						
Field Operations - 620						
17710 Landfill						
Cashier	2440	-	-	-	-	3
Crewleader (Landfill)	2440	1	1	1	1	1
Landfill Insp	2440	1	1	1	1	1
Landfill Oper	2440	5	5	5	5	5
Landfill Supv	2440	1	1	1	1	1
Mgmt Asst	2440	1	1	1	1	1
Sr Equip Mechanic Special	2440	1	1	1	1	1
Srvc Worker I	2440	1	1	2	2	1
Srvc Worker I (Landfill)	2440	2	2	1	1	-
Srvc Worker II (Landfill)	2440	2	2	2	2	2
Weigh Scale Oper	2440	4	4	4	4	-
Landfill Division Total:		**19**	**19**	**19**	**19**	**16**
17730 Solid Waste Admin						
Account Spec II	2440	1	1	2	2	2
Accountant II	2440	-	-	-	-	1
Dep Field Ops Dir	2440	1	1	1	1	1
Field Ops Admin Supv	2440	-	-	1	1	1
Landfill Supt	2440	1	1	1	1	1
Sanitation Supt	2440	1	1	1	1	1
Sr Budget Analyst	2440	1	1	1	1	1
Sr Secretary	2440	-	-	1	1	1
Solid Waste Admin Division Total:		**5**	**5**	**8**	**8**	**9**
17740 Recycling						
Recycling Coord	2440	1	1	1	1	1
Sanitation Insp	2440	4	4	4	4	4
Sr Sanitation Insp	2440	1	1	1	1	1
Recycling Division Total:		**6**	**6**	**6**	**6**	**6**
17750 MRF Operations						
Account Spec II	2440	1	1	1	1	1
Crewleader (Sanitation)	2440	1	1	1	1	1
Engineering Insp II	2440	-	-	-	-	-
Equip Mechanic I	2440	1	1	1	1	1
Equip Mechanic II	2440	1	1	1	1	1
Sanitation Supv	2440	1	1	1	1	1
Srvc Worker I	2440	1	1	1	1	-
Srvc Worker I (Sanitation)	2440	3	1	1	1	-
Srvc Worker II	2440	2	2	2	2	2
Srvc Worker II (Landfill)	2440	-	2	2	2	1
MRF Operations Division Total:		**11**	**11**	**11**	**11**	**8**
17810 Sanitation Roll-off						
Account Spec II	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	4	4	3	3	1
Sanitation Roll-off Division Total:		**5**	**5**	**4**	**3**	**2**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PUBLIC WORKS DEPARTMENT						
Field Operations - 620						
17820 Sanitation Frontload						
Account Spec II	2480	1	1	1	1	1
Commercial Sanitation Insp	2480	1	1	1	1	1
Crewleader (Sanitation)	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	9	9	9	9	9
Sr Mgmt Asst	2480	1	1	1	1	1
Srvc Worker III (Sanitation)	2480	2	2	2	2	1
Sanitation Frontload Division Total:		**15**	**15**	**15**	**15**	**14**
17830 Curb Service						
Crewleader (Sanitation)	2480	2	2	2	2	2
Custodian	2480	-	-	-	-	-
Equip Mechanic I	2480	2	2	2	2	2
Equip Operator	2480	2	2	2	2	-
Equip Operator (Sanitation)	2480	31	31	31	31	30
Sanitation Supv	2480	1	1	1	1	1
Srvc Worker II (Sanitation)	2480	2	2	2	2	2
Curb Service Division Total:		**40**	**40**	**40**	**40**	**37**
17840 Residential-Loose Trash Collec						
Building Maintenance Worker	2480	-	-	-	-	-
Crewleader (Sanitation)	2480	1	1	1	1	1
Equip Operator (Sanitation)	2480	15	15	15	15	16
Equipment Operator (Streets)	2480	-	2	2	2	2
Sanitation Insp	2480	1	1	1	1	1
Sanitation Supv	2480	1	1	1	1	1
Service Worker III (Streets)	2480	-	-	1	1	-
Residential-Loose Trash Collec Division		**18**	**20**	**21**	**21**	**21**
Field Operations - 620 Rollup Total:		**274.75**	**268.75**	**241.75**	**234.75**	**189.75**
Engineering - 631						
13720 Engineering Administration						
City Engineer	1000	1	1	1	1	-
Engineering Project Coord	1000	1	-	-	-	-
Engineering Project Mgr	1000	-	1	1	1	1
Mgmt Aide	1000	-	-	-	-	-
Mgmt Asst	1000	1	1	1	1	1
Property Agent	1000	-	1	-	-	-
Property Mgr	1000	-	1	1	1	-
Sr Secretary	1000	2	2	1	1	1
Engineering Administration Division Total:		**5**	**7**	**5**	**6**	**3**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PUBLIC WORKS DEPARTMENT						
Engineering - 631						
13730 Design Division						
Assoc Civil Engineer	1000	1	1	-	-	-
Asst City Engineer	1000	1	1	1	1	-
Engineering Insp II	1000	-	-	-	-	1
Engineering Project Mgr	1000	2	2	2	2	2
Engineering Tech II	1000	1	1	-	-	-
Landscape Architect	1000	1	1	-	-	-
Mgmt Aide	1000	1	1	-	-	-
Mgmt Asst	1000	1	1	1	1	-
Principal Engineer	1000	-	2	2	2	1
Programs Admin	1000	1	1	1	1	1
Sr Civil Engineer	1000	5	3	2	2	1
Sr Engineering Tech	1000	1	1	-	-	-
Design Division Division Total:		**15**	**15**	**9**	**9**	**6**
13760 Real Estate Services						
Property Agent	1000	1	-	-	-	-
Property Mgr	1000	1	-	-	-	-
Real Estate Services Division Total:		**2**	**-**	**-**	**-**	**-**
13780 Land Development Division						
Asst City Engineer	1000	1	1	1	1	1
Mgmt Aide	1000	1	1	1	1	-
Sr Civil Engineer	1000	3	3	3	3	2
Land Development Division Division Total:		**5**	**5**	**5**	**3**	**3**
13790 Construction Inspection						
Construction Engineering Supv	1000	1	-	-	-	-
Engineering Insp II	1000	3	3	1	1	2
Engineering Project Mgr	1000	-	1	1	1	1
Sr Engineering Insp	1000	3	3	2	2	1
Construction Inspection Division Total:		**7**	**7**	**4**	**5**	**4**
13800 Materials Testing						
Materials Tech	1000	2	2	1	1	2
Sr Materials Tech	1000	1	1	1	1	1
Materials Testing Division Total:		**3**	**3**	**2**	**3**	**3**
13820 Utility Inspection						
Engineering Insp II	1000	2	2	2	2	-
Engineering Utility Coord	1000	1	1	-	-	-
Utility Inspection Division Total:		**3**	**3**	**2**	**-**	**-**
16310 Transportation Engineering Pgm						
Principal Engineer	1660	-	1	-	-	-
Sr Civil Engineer	1660	1	-	-	-	-
Transportation Engineering Pgm Division		**1**	**1**	**-**	**-**	**-**
Engineering - 631 Rollup Total:		**41**	**41**	**27**	**26**	**19**
PUBLIC WORKS DEPARTMENT TOTAL:		**316.75**	**310.75**	**269.75**	**260.75**	**208.75**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
TECH. & INNOVATION DEPARTMENT						
Info. Technology - 231						
11510 Information Technology						
Applications Analyst	1000	1	1	1	1	1
Assoc Sys Admin	1000	1	1	1	1	-
Chief Info Technology Officer	1000	1	1	1	1	-
Database Admin	1000	1	1	1	1	1
Dep Chief Info Tech Officer	1000	1	1	1	1	1
Help Desk Support Spec	1000	3	3	2	2	3
Help Desk Supv	1000	1	1	1	1	1
Info Technology Mgr	1000	4	5	4	4	3
Info Technology Project Mgr	1000	1	-	-	-	-
Innovate Admin	1000	-	-	-	-	1
Library Technology Supv	1000	-	-	-	-	1
Mgmt Aide	1000	1	1	-	-	-
Network Engineer	1000	1	1	1	1	1
PC Support Specialist II	1000	-	-	-	-	2
Sr Applications Analyst	1000	1	1	1	1	-
Sr Database Admin	1000	-	-	-	-	1
Sr GIS Analyst	1000	1	1	1	1	1
Sr Network Engineer	1000	1	1	1	1	1
Sr Sys Admin	1000	1	1	1	1	1
Sr Sys Analyst	1000	-	-	-	-	1
Sys Admin	1000	3	3	3	3	3
Sys Analyst	1000	6	6	5	5	4
Tech & Innovation Exec Dir	1000	-	-	-	-	1
Information Technology Division Total:		**29**	**29**	**25**	**25**	**28**
11520 Telephones						
Voice Comms Admin	1100	1	1	1	1	1
11530 Technology Replacement						
Mgmt Aide	1140	1	1	1	1	1
TECH. & INNOVATION DEPARTMENT TOTAL:		**31**	**31**	**27**	**27**	**30**
TRANSPORTATION SVCS DEPARTMENT						
Transportation - 632						
16510 Transportation Program Mgmt						
Dep Trans Dir	1660	1	1	1	1	1
Planning Mgr	1660	-	-	1	1	1
Secretary	1660	1	1	1	1	-
Sr Secretary	1660	-	-	-	-	1
Trans Dir	1660	-	-	1	1	-
Trans Planner	1660	1	1	1	1	1
Trans Srvcs Exec Dir	1660	-	-	-	-	1
Transportation Program Mgmt Division		**3**	**3**	**5**	**5**	**5**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
TRANSPORTATION SVCS DEPARTMENT						
Transportation - 632						
16520 Transportation Education						
Sr. Trans Analyst	1660	-	1	1	1	1
Trans Coord	1660	1	-	-	-	-
Transportation Education Division Total:		**1**	**1**	**1**	**1**	**1**
16525 Transit Management						
Mgmt Aide	1660	-	1	1	1	-
Sr Secretary	1660	1	-	-	-	-
Trans Planner	1660	-	-	-	-	1
Transit Administrator	1660	1	1	1	1	1
Transit Mgr	1660	2	2	2	2	2
Transit Management Division Total:		**4**	**4**	**4**	**4**	**4**
16530 Dial-A-Ride						
Dispatcher/Router	1660	6.5	5.5	5.5	5.5	5.5
Lead Transit Oper	1660	7	-	-	-	-
Lead Transit Rep	1660	-	8	8	8	8
Programs Admin	1660	-	-	1	1	1
Secretary	1660	1	1	1	1	-
Sr Mgmt Asst	1660	1	1	-	-	-
Transit Coord	1660	2	2	1	1	2
Transit Oper	1660	16.75	16.75	16.75	16.75	16.75
Transit Supv	1660	1	1	1	1	1
Dial-A-Ride Division Total:		**35.25**	**35.25**	**34.25**	**34.25**	**34.25**
16570 Intelligent Transportation Sys						
Intelligent Trans Sys Analyst	1660	1	1	1	1	1
Intelligent Trans Sys Mgr	1660	1	1	1	1	-
Intelligent Trans Sys Tech	1660	1	1	1	1	1
Principal Engineer	1660	1	1	1	1	1
Traffic Signal Tech II	1660	1	1	-	-	-
Trans Sys Mgr	1660	-	-	-	-	1
Intelligent Transportation Sys Division		**5**	**5**	**4**	**4**	**4**
16580 Traffic Mitigation						
Traffic Engineer I	1660	1	1	1	1	1
16810 Traffic Signals						
Traffic Ops Electronic Tech	1340	1	1	1	1	1
Traffic Ops Supt	1340	1	1	-	-	-
Traffic Signal Supv	1340	1	1	1	1	1
Traffic Signal Tech I	1340	2	2	1	1	-
Traffic Signal Tech II	1340	3	3	2	2	2
Traffic Signal Tech III	1340	2	2	2	2	1
Traffic Signals Division Total:		**10**	**10**	**7**	**7**	**5**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
TRANSPORTATION SVCS DEPARTMENT						
Transportation - 632						
16820 Signs & Markings						
Crewleader (Streets)	1340	2	2	1	1	2
Service Worker III (Streets)	1340	1	1	1	1	-
Sign Fabricator	1340	1	1	-	-	-
Srvc Worker II (Streets)	1340	5	5	5	5	4
Traffic Signs & Markings Supv	1340	1	1	1	1	1
Signs & Markings Division Total:		**10**	**10**	**8**	**8**	**7**
16910 Transportation Administration						
Intelligent Trans Sys Tech	1340	1	1	1	1	1
Mgmt Aide	1340	-	1	1	1	-
Mgmt Asst	1340	-	-	-	-	-
Secretary	1340	1	-	-	-	-
Sr Mgmt Asst	1340	1	1	1	1	1
Sr Secretary	1340	1	1	1	1	-
Trans Dir	1340	1	1	-	-	-
Transportation Administration Division		**5**	**5**	**4**	**3**	**2**
16920 Street Light Management						
Traffic Engineer II	1340	1	1	-	-	-
Traffic Engineering Spec	1340	1	1	-	-	-
Street Light Management Division Total:		**2**	**2**	**-**	**-**	**-**
16930 Transportation Planning						
Trans Planner	1340	1	1	-	-	-
16940 Traffic Studies						
Principal Engineer	1340	1	1	1	1	1
Traffic Education Program Mgr	1340	1	1	1	1	1
Traffic Engineering Tech	1340	2	2	2	2	2
Trans Planning Mgr	1340	1	1	-	-	-
Traffic Studies Division Total:		**5**	**5**	**4**	**4**	**4**
16950 Traffic Design and Development						
Dep Trans Dir	1340	1	1	1	1	-
Sr Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Engineering Spec	1340	1	1	1	1	1
Traffic Design and Development Division		**3**	**3**	**3**	**3**	**2**
Transportation - 632 Rollup Total:		**85.25**	**85.25**	**75.25**	**74.25**	**69.25**
Airport - 633						
16410 Airport Operations						
Airport Administrator	1760	1	1	1	1	1
Crewleader (Airport)	1760	1	1	1	1	1
Mgmt Aide	1760	-	-	-	-	1
Sr Secretary	1760	1	1	1	1	-
Srvc Worker II (Airport)	1760	2	2	2	2	3
Airport Operations Division Total:		**5**	**5**	**5**	**5**	**6**
TRANSPORTATION SVCS DEPARTMENT TOTAL:		**90.25**	**90.25**	**80.25**	**79.25**	**75.25**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
WATER SERVICES DEPARTMENT						
Env. Resources - 135						
17010 Environmental Resources						
Environmental Program Mgr	2360	3	3	3	3	3
Environmental Resource Dir	2360	1	1	1	1	1
Sr Secretary	2360	1	1	1	1	1
Environmental Resources Division Total:		**5**	**5**	**5**	**5**	**5**
17410 Water Conservation						
Environmental Program Mgr	2400	1	1	1	1	1
Water Conservation Spec	2400	1	1	1	1	1
Water Conservation Division Total:		**2**	**2**	**2**	**2**	**2**
17420 Water Quality						
Chemist	2360	5	5	5	5	5
Laboratory Tech	2360	3	3	3	3	3
Water Quality Data Coord	2360	1	1	1	1	1
Water Quality Lab Mgr	2360	1	1	1	1	1
Water Quality Division Total:		**10**	**10**	**10**	**10**	**10**
Env. Resources - 135 Rollup Total:		**17**	**17**	**17**	**17**	**17**
Utilities - 641						
17110 Utilities Administration						
Account Spec	2360	1	1	1	1	-
Dep Utilities Dir	2360	2	2	2	2	2
Dept Accting & Budget Mgr	2360	1	1	1	1	-
HR Generalist	2360	-	-	-	-	1
Mgmt Aide	2360	1	1	1	1	1
Mgmt Asst	2360	-	-	-	-	1
Secretary	2360	1	1	1	1	1
Sr Civil Engineer	2360	1	1	1	1	1
Sr Mgmt Asst	2360	1	1	1	1	-
Sr Secretary	2360	1	1	1	1	2
Utilities Dir	2360	1	1	1	1	-
Water Srvcs Admin	2360	-	-	-	-	2
Water Srvcs Exec Dir	2360	-	-	-	-	1
Utilities Administration Division Total:		**10**	**10**	**10**	**10**	**12**
17115 Safety Administration						
Sr Mgmt Asst	2360	1	-	-	-	-
Util Safety Spec	2360	-	1	1	1	-
Safety Administration Division Total:		**1**	**1**	**1**	**-**	**-**
17120 Information Management						
GIS Coord	2360	1	1	1	1	1
Sys Admin	2360	1	1	1	1	1
Utilities Network Engineer	2360	2	2	2	2	2
Utilities Technology Mgr	2360	1	1	1	1	1
Utility Data Coord	2360	1	1	1	1	1
Information Management Division Total:		**6**	**6**	**6**	**6**	**6**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
WATER SERVICES DEPARTMENT						
Utilities - 641						
17130 Public Service Representatives						
Public Srvc Rep	2360	4	4	4	4	4
17140 System Security						
Secur Officer	2360	5	5	5	5	6
Security Systems Tech	2360	-	-	-	-	1
Sr Mgmt Asst	2360	-	1	1	1	1
Util Safety Spec	2360	1	-	-	-	-
Util Safety/Security Coor	2360	1	1	1	1	1
Utilities Secur Supt	2360	1	1	1	1	1
System Security Division Total:		**8**	**8**	**8**	**10**	**10**
17160 Arrowhead Reclamation Plant						
Plant Maint Mechanic II	2360	2	2	2	2	2
Sr Plant Instrument Tech	2360	1	1	1	1	1
Sr Water Reclam Facility Oper	2360	2	2	1	1	1
Water Reclam Facility Oper I	2360	-	-	1	1	-
Water Reclam Facility Oper II	2360	7	7	7	7	7
Water Reclam Facility Supv	2360	1	1	1	1	1
Arrowhead Reclamation Plant Division		**13**	**13**	**13**	**13**	**12**
17170 West Area Plant						
PC Oper	2360	-	-	-	-	1
Plant Instrument Tech II	2360	1	1	1	1	1
Sr Plant Instrument Tech	2360	1	1	1	1	1
Sr Plant Maint Mechanic	2360	1	1	1	1	1
Sr Water Reclam Facility Oper	2360	1	1	1	1	1
Utility Ops Supt	2360	1	1	1	1	1
Water Reclam Facility Oper I	2360	-	-	2	2	-
Water Reclam Facility Oper II	2360	8	8	6	6	8
Water Reclam Facility Supv	2360	1	1	1	1	1
West Area Plant Division Total:		**14**	**14**	**14**	**14**	**15**
17210 Customer Service - Field						
Lead Water Srvc Rep	2400	1	1	1	1	2
Sr Applications Analyst	2400	-	-	-	-	1
Utilities Supv	2400	1	1	1	1	1
Utility Ops Supt	2400	1	1	1	1	1
Water Srvc Rep	2400	12	12	12	12	11
Customer Service - Field Division Total:		**15**	**15**	**15**	**16**	**16**
17220 Irrigation						
Crewleader (Water)	2400	1	1	1	1	1

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
WATER SERVICES DEPARTMENT						
Utilities - 641						
17240 Central System Control						
HR Generalist	2400	-	-	1	1	-
HR Program Mgr	2400	-	1	-	-	-
Plant Maint Mechanic II	2400	-	-	-	-	1
Sr HR Analyst	2400	1	-	-	-	-
Sr Water Plant Oper	2400	1	1	1	1	1
Utility Ops Supt	2400	1	1	1	1	1
Water Control Room Oper	2400	5	5	5	5	5
Water Plant Ops Supv	2400	1	1	1	1	1
Central System Control Division Total:		**9**	**9**	**9**	**9**	**9**
17250 Pyramid Peak Plant						
Sr Plant Instrument Tech	2400	1	1	1	1	1
Sr Plant Maint Mechanic	2400	1	1	1	1	1
Sr Water Plant Oper	2400	1	1	1	1	1
Water Plant Operator II	2400	7	7	7	7	7
Water Plant Ops Supv	2400	-	-	-	-	1
Pyramid Peak Plant Division Total:		**10**	**10**	**10**	**11**	**11**
17260 Cholla Treatment Plant						
Plant Instrument Tech II	2400	1	-	-	-	-
Plant Maint Mechanic II	2400	1	1	1	1	-
Sr Plant Instrument Tech	2400	-	1	1	1	1
Sr Plant Maint Mechanic	2400	-	-	-	-	1
Sr Water Plant Oper	2400	2	2	2	2	2
Water Plant Operator II	2400	5	5	5	5	5
Cholla Treatment Plant Division Total:		**9**	**9**	**9**	**8**	**9**
17280 Central System Maintenance						
Plant Instrument Tech II	2400	2	2	2	2	2
Sr Plant Instrument Tech	2400	1	1	1	1	1
Sr Plant Maint Mechanic	2400	1	1	1	1	-
Srvc Worker II (Water)	2400	1	1	1	1	1
Water Plant Ops Supv	2400	1	1	1	1	1
Central System Maintenance Division		**6**	**6**	**6**	**6**	**5**
17290 Water Distribution						
Lead Water Srvc Rep	2400	1	1	1	1	-
Public Srvc Rep	2400	-	-	-	-	-
Secretary	2400	-	-	-	-	-
Sr Utility Sys Tech	2400	2	2	2	2	2
Utilities Supv	2400	2	2	2	2	2
Utility Sys Tech I	2400	16	16	16	16	10
Utility Sys Tech II	2400	9	9	9	9	12
Water Distribution Division Total:		**30**	**30**	**30**	**29**	**26**

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DEPT/Rollup/Division/Position Title	Fund	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
WATER SERVICES DEPARTMENT						
Utilities - 641						
17300 Meter Maintenance						
Sr Utility Sys Tech	2400	1	1	1	1	1
Utilities Supv	2400	1	1	1	1	1
Utility Locator	2400	4	4	4	4	3
Utility Sys Tech I	2400	3	3	3	3	3
Utility Sys Tech II	2400	2	2	2	2	3
Meter Maintenance Division Total:		**11**	**11**	**11**	**11**	**11**
17310 Oasis Surface WTP						
Building Maintenance Worker	2400	1	1	1	1	1
Custodian	2400	1	1	1	1	1
Plant Instrument Tech II	2400	1	1	1	1	1
Public Srvc Rep	2400	1	1	1	1	1
Sr Plant Instrument Tech	2400	1	1	1	1	1
Sr Plant Maint Mechanic	2400	1	1	1	1	1
Sr Water Plant Oper	2400	1	1	1	1	1
Srvc Worker II (Water)	2400	1	1	1	1	1
Water Plant Operator II	2400	5	5	5	5	5
Water Plant Ops Supv	2400	2	2	2	2	1
Oasis Surface WTP Division Total:		**15**	**15**	**15**	**15**	**14**
17610 Pretreatment Program						
Pretreatment Insp	2420	2	2	2	2	3
Pretreatment Officer	2420	1	1	-	-	-
Pretreatment Program Mgr	2420	-	-	1	1	1
Sr Pretreatment Insp	2420	3	3	3	3	2
Pretreatment Program Division Total:		**6**	**6**	**6**	**6**	**6**
17630 Wastewater Collection						
PC Oper	2420	1	1	1	1	1
Sr Utility Sys Tech	2420	1	1	1	1	1
Srvc Worker I	2420	-	-	-	-	-
Utilities Supv	2420	1	1	1	1	1
Utility Ops Supt	2420	1	1	1	1	1
Utility Sys Tech I	2420	10	9	9	9	8
Utility Sys Tech II	2420	5	6	6	6	5
Wastewater Collection Division Total:		**19**	**19**	**19**	**19**	**17**
17699 Storm Water						
Utility Sys Tech I	2420	-	-	-	-	2
Utility Sys Tech II	2420	-	-	-	-	1
Storm Water Division Total:		**-**	**-**	**-**	**-**	**3**
Utilities - 641 Rollup Total:		**187**	**187**	**187**	**187**	**187**
WATER SERVICES DEPARTMENT TOTAL:		**204**	**204**	**204**	**204**	**204**
Grand Total		**2,204.51**	**2,182.51**	**1,971.01**	**1,966.38**	**1,824.25**

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Long Term Debt Service

Bond Description	Date of Issue	FY 2012-13 Principal	Interest	Other Fees (1)	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	-	1,991,575	5,000	1,996,575
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	480,000	5,252,745	5,000	5,737,745
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	-	93,250	5,000	98,250
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	-	1,185,563	5,000	1,190,563
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	-	1,462,256	5,000	1,467,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	740,000	3,050,475	5,000	3,795,475
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,570,000	190,905	5,000	1,765,905
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	(500,000)	-	(500,000)
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**2,790,000**	**13,658,581**	**40,000**	**16,488,581**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	3,530,000	263,200	5,000	3,798,200
General Obligation Bonds - Series 2004	6/1/2004	2,440,000	876,494	5,000	3,321,494
General Obligation Bonds - Series 2005	6/1/2005	1,295,000	158,100	5,000	1,458,100
General Obligation Bonds - Series 2006A	6/1/2006	1,850,000	882,281	5,000	2,737,281
General Obligation Bonds - Series 2006B	6/1/2006	1,810,000	286,250	5,000	2,101,250
General Obligation Bonds - Series 2007	6/26/2007	3,660,000	2,040,988	5,000	5,705,988
General Obligation Bonds - Series 2009B	12/22/2009	1,295,000	1,881,578	5,000	3,181,578
General Obligation Bonds - Series 2010	11/30/2010	-	1,667,600	5,000	1,672,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,880,000**	**8,056,490**	**340,000**	**24,276,490**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	970,000	288,550	5,000	1,263,550
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	1,630,000	81,500	5,000	1,716,500
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	3,745,000	3,434,231	5,000	7,184,231
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	1,840,000	1,884,750	5,000	3,729,750
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,540,000	2,518,113	5,000	5,063,113
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	-	3,594,750	5,000	3,599,750
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
Sub-Total Water & Sewer Revenue Funded Debt		**10,725,000**	**13,440,751**	**35,000**	**24,200,751**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	2,525,000	202,644	5,000	2,732,644
HURF Revenue Bonds - Series 2006	4/11/2006	1,670,000	301,225	5,000	1,976,225
Sub-Total Street Revenue Funded Debt		**4,195,000**	**503,869**	**10,000**	**4,708,869**
Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	9,000,000	10,000	9,010,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-		-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
Sub-Total Street Revenue Funded Debt		-	-	-	-
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,005,000	4,321,281	5,000	7,331,281
Sub-Total Trans S/Tax Bond Debt Service		**3,005,000**	**4,321,281**	**5,000**	**7,331,281**
Total Debt Service Payments (All Funds)		**36,595,000**	**39,980,972**	**430,000**	**77,005,972**

(1) note, arbitrage is subject to change each year based on the calculation performed by consultants
(2) The City has agreements in place with the AzSTA where AzSTA has agreed to reimburse the City certain amount (plus certain interest costs) for costs of the spring training facilities.
(3) The City intends to restructure the PFC bonds in FY 2013. The debt service amount represents the projected new debt service amount net of bond restructuring savings.
(4) The City intends to restructure MPC bonds in FY 2013. The $500,000 represents the estimated savings from restructuring.

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Long Term Debt Service

Bond Description	Date of Issue	FY 2013-14 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	1,395,000	1,991,575	5,000	3,391,575
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	575,000	5,232,441	5,000	5,812,441
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	1,865,000	93,250	5,000	1,963,250
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	1,465,000	1,185,563	5,000	2,655,563
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	-	1,462,256	5,000	1,467,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	1,030,000	3,010,174	5,000	4,045,174
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,350,000	115,922	5,000	1,470,922
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	-	-	-
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**7,680,000**	**14,022,993**	**40,000**	**21,742,993**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	-	86,700	5,000	91,700
General Obligation Bonds - Series 2004	6/1/2004	2,550,000	778,894	5,000	3,333,894
General Obligation Bonds - Series 2005	6/1/2005	1,345,000	107,919	5,000	1,457,919
General Obligation Bonds - Series 2006A	6/1/2006	1,925,000	808,281	5,000	2,738,281
General Obligation Bonds - Series 2006B	6/1/2006	1,905,000	195,750	5,000	2,105,750
General Obligation Bonds - Series 2007	6/26/2007	3,805,000	1,885,438	5,000	5,695,438
General Obligation Bonds - Series 2009B	12/22/2009	1,315,000	1,849,203	5,000	3,169,203
General Obligation Bonds - Series 2010	11/30/2010	2,475,000	1,667,600	5,000	4,147,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**15,320,000**	**7,379,784**	**340,000**	**23,039,784**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,020,000	240,050	5,000	1,265,050
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	3,925,000	3,237,619	5,000	7,167,619
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	1,930,000	1,806,550	5,000	3,741,550
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,630,000	2,429,213	5,000	5,064,213
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	1,725,000	3,594,750	10,000	5,329,750
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
Sub-Total Water & Sewer Revenue Funded Debt		**11,230,000**	**12,947,039**	**35,000**	**24,212,039**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	2,620,000	104,800	5,000	2,729,800
HURF Revenue Bonds - Series 2006	4/11/2006	1,735,000	226,075	5,000	1,966,075
Sub-Total Street Revenue Funded Debt		**4,355,000**	**330,875**	**10,000**	**4,695,875**
Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	9,500,000	10,000	9,510,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
Sub-Total Street Revenue Funded Debt		-	-	-	-
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,125,000	4,201,081	5,000	7,331,081
Sub-Total Trans S/Tax Bond Debt Service		**3,125,000**	**4,201,081**	**5,000**	**7,331,081**
Total Debt Service Payments (All Funds)		**41,710,000**	**38,881,772**	**430,000**	**81,021,772**

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Long Term Debt Service

Bond Description	Date of Issue	FY 2014-15 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	1,410,000	1,935,775	5,000	3,350,775
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	700,000	5,202,081	5,000	5,907,081
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	1,540,000	1,112,313	5,000	2,657,313
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	240,000	1,462,256	5,000	1,707,256
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	1,345,000	2,954,081	5,000	4,304,081
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	1,000,000	50,190	5,000	1,055,190
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim				
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**6,235,000**	**13,648,508**	**35,000**	**19,918,508**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	-	86,700	5,000	91,700
General Obligation Bonds - Series 2004	6/1/2004	2,665,000	670,519	5,000	3,340,519
General Obligation Bonds - Series 2005	6/1/2005	1,395,000	55,800	5,000	1,455,800
General Obligation Bonds - Series 2006A	6/1/2006	2,000,000	712,031	5,000	2,717,031
General Obligation Bonds - Series 2006B	6/1/2006	2,010,000	100,500	5,000	2,115,500
General Obligation Bonds - Series 2007	6/26/2007	3,960,000	1,723,725	5,000	5,688,725
General Obligation Bonds - Series 2009B	12/22/2009	1,335,000	1,809,753	5,000	3,149,753
General Obligation Bonds - Series 2010	11/30/2010	5,645,000	1,568,600	5,000	7,218,600
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**19,010,000**	**6,727,628**	**340,000**	**26,077,628**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,060,000	189,050	5,000	1,254,050
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	4,140,000	3,031,556	5,000	7,176,556
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	2,010,000	1,722,113	5,000	3,737,113
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,730,000	2,330,588	5,000	5,065,588
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	4,290,000	3,560,250	10,000	7,860,250
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
Sub-Total Water & Sewer Revenue Funded Debt		**14,230,000**	**12,472,414**	**35,000**	**26,737,414**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	1,805,000	148,000	5,000	1,958,000
Sub-Total Street Revenue Funded Debt		**1,805,000**	**148,000**	**5,000**	**1,958,000**
Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	9,500,000	10,000	9,510,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
Sub-Total Street Revenue Funded Debt		-	-	-	-
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,250,000	4,076,081	5,000	7,331,081
Sub-Total Trans S/Tax Bond Debt Service		**3,250,000**	**4,076,081**	**5,000**	**7,331,081**
Total Debt Service Payments (All Funds)		**44,530,000**	**37,072,630**	**420,000**	**82,022,630**

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Long Term Debt Service

Bond Description	Date of Issue	FY 2015-16 Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	1,475,000	1,865,275	5,000	3,345,275
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	800,000	5,165,121	5,000	5,970,121
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	1,615,000	1,035,313	5,000	2,655,313
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	1,350,000	1,452,656	5,000	2,807,656
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	1,425,000	2,880,832	5,000	4,310,832
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	-	331,300	5,000	336,300
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	-	-	-
AMFP Series 14 - Arena	6/28/2002	-	259,763	-	259,763
AMFP Refunding Series 16 - Arena	7/31/2003	-	340,750	-	340,750
Sub-Total Excise Tax Funded Debt		**6,665,000**	**13,331,009**	**30,000**	**20,026,009**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	-	86,700	5,000	91,700
General Obligation Bonds - Series 2004	6/1/2004	2,795,000	560,588	5,000	3,360,588
General Obligation Bonds - Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds - Series 2006A	6/1/2006	2,080,000	632,031	5,000	2,717,031
General Obligation Bonds - Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds - Series 2007	6/26/2007	4,120,000	1,555,425	5,000	5,680,425
General Obligation Bonds - Series 2009B	12/22/2009	1,880,000	1,766,365	5,000	3,651,365
General Obligation Bonds - Series 2010	11/30/2010	6,500,000	1,342,800	5,000	7,847,800
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**17,375,000**	**5,943,909**	**330,000**	**23,648,909**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	1,100,000	136,050	5,000	1,241,050
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	4,355,000	2,814,206	5,000	7,174,206
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	2,110,000	1,621,613	5,000	3,736,613
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	2,840,000	2,221,388	5,000	5,066,388
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	4,465,000	3,388,650	10,000	7,863,650
W&S Revenue Obligations, Series 2010	11/30/2010	-	1,638,858	5,000	1,643,858
Sub-Total Water & Sewer Revenue Funded Debt		**14,870,000**	**11,820,764**	**35,000**	**26,725,764**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	1,895,000	75,800	5,000	1,975,800
Sub-Total Street Revenue Funded Debt		**1,895,000**	**75,800**	**5,000**	**1,975,800**
Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	10,300,000	10,000	10,310,000
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	-	-	-	-
Sub-Total Street Revenue Funded Debt		-	-	-	-
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	3,380,000	3,946,081	5,000	7,331,081
Sub-Total Trans S/Tax Bond Debt Service		**3,380,000**	**3,946,081**	**5,000**	**7,331,081**
Total Debt Service Payments (All Funds)		**44,185,000**	**35,117,563**	**405,000**	**79,707,563**

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Long Term Debt Service

Bond Description	Date of Issue	FY 2017 - Beyond Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	37,355,000	17,041,263	80,000	54,476,263
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	93,120,000	52,855,932	80,000	146,055,932
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	-	-	-	-
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	20,990,000	5,533,375	45,000	26,568,375
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	30,630,000	13,142,394	80,000	43,852,394
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	46,065,000	30,953,814	80,000	77,098,814
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	-	-	-	-
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	8,665,000	948,400	25,000	9,638,400
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	-	-	-
AMFP Series 14 - Arena	6/28/2002	5,055,000	4,041,394	80,000	9,176,394
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	5,963,125	5,000	13,218,125
Sub-Total Excise Tax Funded Debt		**249,130,000**	**130,479,696**	**475,000**	**380,084,696**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	4,335,000	173,400	5,000	4,513,400
General Obligation Bonds - Series 2004	6/1/2004	9,155,000	881,400	15,000	10,051,400
General Obligation Bonds - Series 2005	6/1/2005	-	-	-	-
General Obligation Bonds - Series 2006A	6/1/2006	11,905,000	1,660,131	25,000	13,590,131
General Obligation Bonds - Series 2006B	6/1/2006	-	-	-	-
General Obligation Bonds - Series 2007	6/26/2007	29,075,000	5,008,400	30,000	34,113,400
General Obligation Bonds - Series 2009B	12/22/2009	33,275,000	14,384,113	65,000	47,724,113
General Obligation Bonds - Series 2010	11/30/2010	23,680,000	3,526,300	30,000	27,236,300
General Obligation Bond Arbitrage (1)		-	-	300,000	300,000
Sub-Total Property Tax Funded Debt		**111,425,000**	**25,633,744**	**470,000**	**137,528,744**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	2,335,000	104,850	10,000	2,449,850
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	-	-	-	-
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	56,790,000	14,904,838	50,000	71,744,838
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	31,185,000	9,874,800	55,000	41,114,800
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	45,360,000	15,355,238	60,000	60,775,238
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	67,155,000	23,315,150	60,000	90,530,150
W&S Revenue Obligations, Series 2010	11/30/2010	25,685,000	20,604,420	65,000	46,354,420
Sub-Total Water & Sewer Revenue Funded Debt		**228,510,000**	**84,159,295**	**300,000**	**312,969,295**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	-	-	-	-
HURF Revenue Bonds - Series 2006	4/11/2006	-	-	-	-
Sub-Total Street Revenue Funded Debt		-	-	-	-
Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD	-	-	-	-
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	137,495,000	136,670,675	5,000	274,170,675
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	48,670,000	47,763,388	5,000	96,438,388
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	13,585,000	32,250	5,000	13,622,250
Sub-Total Street Revenue Funded Debt		**199,750,000**	**184,466,313**	**15,000**	**384,231,313**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	81,385,000	35,864,363	75,000	117,324,363
Sub-Total Trans S/Tax Bond Debt Service		**81,385,000**	**35,864,363**	**75,000**	**117,324,363**
Total Debt Service Payments (All Funds)		**870,200,000**	**460,603,410**	**1,335,000**	**1,332,138,410**

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Long Term Debt Service

Bond Description	Date of Issue	Grand Totals (Remaining Payments) Principal	Interest	Other Fees	Total
Excise Tax Funded Debt (Fund 1940)					
MPC Bonds - Series 2003A - Arena Tax Exempt	Refund 2/1/12	41,635,000	24,825,463	100,000	66,560,463
MPC Bonds - Series 2003B - Arena Taxable	6/1/2003	95,675,000	73,708,320	100,000	169,483,320
MPC Bonds - Series 2004A - Refund Imp Dist	Refund 2/1/12	1,865,000	186,500	10,000	2,061,500
MPC Bonds - Series 2006A - GRPSTC/Zanjero	Refund 2/1/12	25,610,000	10,052,125	65,000	35,727,125
MPC Bonds - Series 2008A - H/Conv/Media (Tax Exempt)	6/1/2008	32,220,000	18,981,819	100,000	51,301,819
MPC Bonds - Series 2008B - H/Conv/Media (Taxable)	6/1/2008	50,605,000	42,849,375	100,000	93,554,375
MPC Bonds - Series 2008C - H/Conv/Media (Taxable)	6/1/2008	3,920,000	357,016	15,000	4,292,016
MPC Bonds - Series 2012A - Refunding Bond	2/2/2012	8,665,000	2,273,600	45,000	10,983,600
MPC Estimated savings from Bond Restructuring (4)	Prelim	-	(500,000)	-	(500,000)
AMFP Series 14 - Arena	6/28/2002	5,055,000	5,080,444	80,000	10,215,444
AMFP Refunding Series 16 - Arena	7/31/2003	7,250,000	7,326,125	5,000	14,581,125
Sub-Total Excise Tax Funded Debt		**272,500,000**	**185,140,787**	**620,000**	**458,260,787**
Property Tax Funded Debt (Fund 1900)					
General Obligation Bonds - Series 2003 (1 of 2)	4/1/2003	7,865,000	696,700	25,000	8,586,700
General Obligation Bonds - Series 2004	6/1/2004	19,605,000	3,767,894	35,000	23,407,894
General Obligation Bonds - Series 2005	6/1/2005	4,035,000	321,819	15,000	4,371,819
General Obligation Bonds - Series 2006A	6/1/2006	19,760,000	4,694,756	45,000	24,499,756
General Obligation Bonds - Series 2006B	6/1/2006	5,725,000	582,500	15,000	6,322,500
General Obligation Bonds - Series 2007	6/26/2007	44,620,000	12,213,975	50,000	56,883,975
General Obligation Bonds - Series 2009B	12/22/2009	39,100,000	21,691,010	25,000	60,876,010
General Obligation Bonds - Series 2010	11/30/2010	38,300,000	9,772,900	25,000	48,122,900
General Obligation Bond Arbitrage (1)		-	-	1,500,000	1,500,000
Sub-Total Property Tax Funded Debt		**179,010,000**	**53,741,554**	**1,735,000**	**234,571,554**
Water & Sewer Revenue Funded Debt (Fund 2380)					
General Obligation Bonds - Series 2003 (2 of 2)	4/1/2003	6,485,000	958,550	30,000	7,473,550
Subordinate Lien W&S Rev Bonds - Series 2003	Refund 2/1/12	1,630,000	81,500	5,000	1,716,500
Subordinate Lien W&S Rev Bonds - Series 2006	2/7/2006	72,955,000	27,422,450	70,000	100,447,450
Subordinate Lien W&S Rev Bonds - Series 2007	6/15/2007	39,075,000	16,909,825	75,000	56,059,825
Subordinate Lien W&S Rev Bonds - Series 2008	2/1/2008	56,100,000	24,854,538	80,000	81,034,538
Senior Lien W&S Refunding Obligations, Series 2012	2/1/2012	77,635,000	37,453,550	95,000	115,183,550
W&S Revenue Obligations, Series 2010	11/30/2010	25,685,000	27,159,850	85,000	52,929,850
Sub-Total Water & Sewer Revenue Funded Debt		**279,565,000**	**134,840,263**	**440,000**	**414,845,263**
Street/HURF Revenue Funded Debt (Fund 1920)					
HURF Revenue Bonds - Refunding Series 2004	6/1/2004	5,145,000	307,444	10,000	5,462,444
HURF Revenue Bonds - Series 2006	4/11/2006	7,105,000	751,100	20,000	7,876,100
Sub-Total Street Revenue Funded Debt		**12,250,000**	**1,058,544**	**30,000**	**13,338,544**
Western Loop 101 Public Facilites Corp (PFC) -(Fund 1930)					
Estimated new DS pmt from restructure of PFC Bonds (2&3)	TBD				
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008A (2&3)	10/1/2008	137,495,000	136,670,675	5,000	274,170,675
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008B (2&3)	10/1/2008	48,670,000	47,763,388	5,000	96,438,388
3rd Lien Excise Tax Rev Bonds - Tax exempt 2008C (2&3)	10/1/2008	13,585,000	32,250	5,000	13,622,250
Sub-Total Street Revenue Funded Debt		**199,750,000**	**184,466,313**	**15,000**	**384,231,313**
Transp. Sales Tax Rev Funded Debt (Fund 1970)					
Transportation Sales Tax Obligations Bond	10/16/2007	94,145,000	52,408,888	95,000	146,648,888
Sub-Total Trans S/Tax Bond Debt Service		**94,145,000**	**52,408,888**	**95,000**	**146,648,888**
Total Debt Service Payments (All Funds)		**1,037,220,000**	**611,656,347**	**2,935,000**	**1,651,896,347**

Schedule Seven – DETAIL
Long-Term Debt Service

$49,940,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2003A – Arena Tax Exempt

Date: June 1, 2003, maturing in 2033.

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Interest: Semi-annual each January and July, commencing July 1, 2003.
Interest accrues at rates ranging from 2.500% to 5.000%

Purpose: The Series 2003A (taxable) bonds were issued to pay for the cost of constructing, equipping and furnishing the arena complex and related facilities, including parking and other public infrastructure. **In February 2012, the MPC Bonds Series 2012A-Refunding Bond was issued for the purpose of refunding a portion of the 2003-2033 maturities of the City of Glendale MPC Bonds Series 2003A-Arena Tax Exempt.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	5,540,000	15,200,065	20,740,065
2013	**-**	**1,991,575**	**1,991,575**
2014	1,395,000	1,991,575	3,386,575
2015	1,410,000	1,935,775	3,345,775
2016-2020	10,650,000	8,364,875	19,014,875
2021 -2025	9,430,000	5,770,413	15,200,413
2026-2030	9,870,000	3,853,000	13,723,000
2031-2033	8,880,000	918,250	9,798,250
Total	47,175,000	40,025,528	87,200,528

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Schedule Seven – DETAIL
Long-Term Debt Service

$97,040,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2003B – Arena Taxable

Date: June 1, 2003, maturing in 2033.

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Interest: Semi-annual each January and July, commencing July 1, 2003.
Interest accrues at rates ranging from 2.380% to 5.580%

Purpose: The Series 2003B (tax-exempt) bonds were issued to pay for the cost of constructing, equipping and furnishing the arena complex and related facilities, including parking and other public infrastructure.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	1,365,000	37,031,657	38,396,657
2013	**480,000**	**5,252,745**	**5,732,745**
2014	575,000	5,232,441	5,807,441
2015	700,000	5,202,081	5,902,081
2016-2020	12,530,000	24,788,349	37,318,349
2021-2025	25,750,000	16,772,820	42,522,820
2026-2030	37,605,000	14,812,110	52,417,110
2031-2033	18,035,000	1,647,774	19,682,774
Total	97,040,000	110,739,977	207,779,977

Schedule Seven – DETAIL
Long-Term Debt Service

$10,880,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2004A – Refund Imp Dist

Date: May 1, 2004, maturing in 2014.

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Interest: Semi-annual each January and July, commencing January 1, 2005.
Interest accrues at rates ranging from 2.000% to 5.000%

Purpose: The Series 2004A bonds were issued to pay for the refunding of the City of Glendale Special Improvement District No. 57 Bonds and the City of Glendale Special Improvement District No. 59 Bonds. **In February 2012, the MPC Bonds Series 2012A-Refunding Bond was issued for the purpose of refunding a portion of the 2004-2014 maturities of the City of Glendale MPC Bonds, Series 2004A-Refund Imp Dist.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	5,585,000	2,498,850	8,083,850
2013	**-**	**93,250**	**93,250**
2014	1,865,000	93,250	1,958,250
Total	7,450,000	2,685,350	10,135,350

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Schedule Seven – DETAIL
Long-Term Debt Service

$33,250,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2006A – GRPSTC/Zanjero

Date: June, 1, 2006, maturing in 2026.

Interest: Semi-annual each January and July, commencing January 1, 2007.
Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2006A bonds were issued to pay for a portion of the cost of developing, constructing and equipping a public safety training facility and constructing infrastructure improvement within the City of Glendale. **In February 2012, the MPC Bonds Series 2012A-Refunding Bond was issued for the purpose of refunding a portion of the 2006-2026 maturities of the City of Glendale MPC Bonds Series 2006A-GRPSTC/Zanjero.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	4,880,000	7,137,538	12,017,538
2013	**-**	**1,185,563**	**1,185,563**
2014	1,465,000	1,185,563	2,650,563
2015	1,540,000	1,112,313	2,652,313
2016-2020	8,895,000	4,366,813	13,261,813
2021-2025	11,170,000	2,090,750	13,260,750
2026	2,540,000	111,125	2,651,125
Total	30,490,000	17,189,664	47,679,664

Schedule Seven – DETAIL
Long-Term Debt Service

$32,315,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2008A – H/Conv/Media (Tax-Exempt)

Date: June 1, 2008, maturing in 2032.

Interest: Semi-annual each January and July, commencing January 1, 2009.
Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2008A (tax-exempt) bonds were issued to refund and redeem the Corporation's outstanding Subordinate Excise Tax Revenue Bonds, Series 2006B. The Series 2006B bonds were used to design, acquire, construct and equip conference center and related media and parking garage facilities for the City (Conference Center Project).

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	95,000	5,125,021	5,220,021
2013	**-**	**1,462,256**	**1,462,256**
2014	-	1,462,256	1,462,256
2015	240,000	1,462,256	
2016-2020	7,340,000	6,700,280	14,040,280
2021-2025	9,015,000	5,029,522	14,044,522
2026-2030	11,410,000	2,603,580	14,013,580
2031-2032	4,215,000	261,676	4,476,676
Total	32,315,000	24,106,847	54,719,591

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Schedule Seven – DETAIL
Long-Term Debt Service

$52,780,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2008B – H/Conv/Media (Taxable)

Date: June 1, 2008, maturing in 2033.

Interest: Semi-annual each January and July, commencing January 1, 2009.
Interest accrues at rates ranging from 5.446% to 6.157%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2008B (taxable) bonds were issued to refund and redeem the Corporation's outstanding Subordinate Excise Tax Revenue Bonds, Series 2006B. The Series 2006B bonds were used to design, acquire, construct and equip conference center and related media and parking garage facilities for the City (Conference Center Project).

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	2,175,000	10,839,091	13,014,091
2013	**740,000**	**3,050,475**	**3,790,475**
2014	1,030,000	3,010,174	4,040,174
2015	1,345,000	2,954,081	4,299,081
2016-2020	7,905,000	13,577,360	21,482,360
2021-2025	10,550,000	10,938,972	21,488,972
2026-2030	14,225,000	7,291,426	21,516,426
2031-2033	14,810,000	2,026,886	16,836,886
Total	52,780,000	53,688,465	106,468,465

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Schedule Seven – DETAIL
Long-Term Debt Service

$9,140,000

City of Glendale, Arizona

Municipal Property Corporation

Excise Tax Revenue Bonds, Series 2008C – H/Conv/Media (Taxable)

Date: June 1, 2008, maturing in 2015.

Interest: Semi-annual each January and July, commencing January 1, 2009.
Interest accrues at rates ranging from 3.958% to 5.019%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The Series 2008C (taxable) bonds were issued to refund and redeem the Corporation's outstanding Subordinate Excise Tax Revenue Bonds, Series 2006C. The Series 2006C bonds were used to design, acquire, construct and equip conference center and related media and parking garage facilities for the City (Conference Center Project).

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	5,220,000	1,034,954	6,254,954
2013	**1,570,000**	**190,905**	**1,760,905**
2014	1,350,000	115,922	1,465,922
2015	1,000,000	50,190	1,050,190
Total	9,140,000	1,391,971	10,531,971

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Schedule Seven – DETAIL
Long-Term Debt Service

$8,665,000

City of Glendale, Arizona

Municipal Property Corporation

Senior Lien Excise Tax Revenue Refunding Bonds Series 2012A

Date: June 1, 2012, maturing in 2021.

Interest: Semi-annual each January and July, commencing July 1, 2012.
Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "A1"
Standard and Poor's "AA+"

Purpose: The Series 2012A bonds were issued to refund a portion of MPC Series 2003A, MPC Series 2004A and MPC Series 2006A-GRPSTC/Zanjero.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior Years	-	130,679	130,679
2013	**-**	**331,300**	**331,300**
2014	-	331,300	331,300
2015	-	331,300	331,300
2016-2020	7,370,000	1,214,950	8,584,950
2021	1,295,000	64,750	1,359,750
Total	8,665,000	2,404,279	11,069,279

Schedule Seven – DETAIL
Long-Term Debt Service

$5,055,000

City of Glendale, Arizona

Municipal Property Corporation

Refunding Certificate of Participation – AMFP Series 14 - Arena

Date: June 28, 2002, maturing in 2033.

Interest: Semi-annual each February and August, commencing February 1, 2003. Interest accrues at rates ranging from 5.000% to 5.375%

Purpose: The refunding certificate of participations were issued to refund and retire prior years outstanding Refunding Certificate of Participations and to pay a portion of the costs of constructing, equipping, furnishing and otherwise providing for an approximately 17,500-seat multipurpose arena facility and related infrastructure.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,818,339	1,818,339
2013	**-**	**259,763**	**259,763**
2014	-	259,763	259,763
2015	-	259,763	259,763
2016-2020	-	1,298,813	1,298,813
2021-2025	-	1,298,813	1,298,813
2026-2030	1,870,000	1,274,356	3,144,356
2031-2033	3,185,000	429,175	3,614,175
Total	5,055,000	6,898,783	11,953,783

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Schedule Seven – DETAIL
Long-Term Debt Service

$7,250,000

City of Glendale, Arizona

Municipal Property Corporation

Refunding Certificate of Participation – AMFP Refunding Series 16 - Arena

Date: July 31, 2003, maturing in 2033.

Interest: Semi-annual each February and August, commencing February 1, 2004. Interest accrues at rate of 4.7000%

Purpose: The refunding certificates of participations were issued to refund and retire prior years outstanding Refunding Certificate of Participations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	2,385,250	2,385,250
2013	**-**	**340,750**	**340,750**
2014	-	340,750	340,750
2015	-	340,750	340,750
2016-2020	-	1,703,750	1,703,750
2021-2025	-	1,703,750	1,703,750
2026-2030	-	1,703,750	1,703,750
2031-2033	7,250,000	1,192,625	8,442,625
Total	7,250,000	9,711,375	16,961,375

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Schedule Seven – DETAIL
Long-Term Debt Service

$66,400,000 (Original Issuance)

City of Glendale, Arizona

General Obligation Bonds, Series 2003 (1 of 2)

Date: April 1, 2003, maturing in 2018.

Interest: Semi-annual each January and July, commencing July 1, 2003.
Interest accrues at rates ranging from 1.500% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to government facility, maintenance facilities, public safety, streets/parking, flood control, open space/trails, and parks and recreation. $3,875,000 is related to Water and Sewer Fund (Refer to General Obligation Bonds, Series 2003, Water and Sewer (2 of 2). **In November 2010, the General Obligation Refunding Bonds Series 2010 was issued for the purpose of refunding a portion of the 2014-2017 maturities of the City of Glendale G.O. Bonds Series 2003.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	44,660,000	18,874,748	63,534,748
2013	**3,530,000**	**263,200**	**3,793,200**
2014	-	86,700	86,700
2015	-	86,700	86,700
2016-2018	4,335,000	260,100	4,595,100
Total	52,525,000	19,571,448	72,096,448

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Schedule Seven – DETAIL
Long-Term Debt Service

$36,645,000

City of Glendale, Arizona

General Obligation Bonds, Series 2004

Date: June 1, 2004, maturing in 2019.

Interest: Semi-annual each January and July, commencing January 1, 2005.
Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to government facility, maintenance facilities, public safety, streets/parking, flood control, open space/trails, parks and recreation.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	17,040,000	9,897,800	26,937,800
2013	**2,440,000**	**876,494**	**3,316,494**
2014	2,550,000	778,894	3,328,894
2015	2,665,000	670,519	3,335,519
2016-2019	11,950,000	1,441,988	13,391,988
Total	36,645,000	13,665,694	50,310,694

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Schedule Seven – DETAIL
Long-Term Debt Service

$11,960,000

City of Glendale, Arizona

General Obligation Bonds, Series 2005

Date: June 1, 2005, maturing in 2015.

Interest: Semi-annual each January and July, commencing January 1, 2006.
Interest accrues at rates ranging from 3.500% to 4.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to cultural/historic projects, economic development and public safety.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	7,925,000	2,318,694	10,243,694
2013	**1,295,000**	**158,100**	**1,453,100**
2014	1,345,000	107,919	1,452,919
2015	1,395,000	55,799	1,450,799
Total	11,960,000	2,640,511	14,600,511

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Schedule Seven – DETAIL
Long-Term Debt Service

$29,365,000

City of Glendale, Arizona

General Obligation Bonds, Series 2006A

Date: June 1, 2006, maturing in 2021.

Interest: Semi-annual each January and July, commencing January 1, 2007.
Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to streets/parking, parks, public safety and flood control.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	9,605,000	7,016,474	16,621,474
2013	**1,850,000**	**882,281**	**2,732,281**
2014	1,925,000	808,281	2,733,281
2015	2,000,000	712,031	2,712,031
2016-2020	11,370,000	2,171,219	13,541,219
2021	2,615,000	120,945	2,735,945
Total	29,365,000	11,711,232	41,076,232

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Schedule Seven – DETAIL
Long-Term Debt Service

$9,065,000

City of Glendale, Arizona

General Obligation Bonds, Series 2006B

Date: June 1, 2006, maturing in 2015.

Interest: Semi-annual each January and July, commencing January 1, 2007.
Interest accrues at rate of 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to advance refund the 2011-2015 maturities of the City of Glendale General Obligation Bonds Series June 2000.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	3,340,000	2,712,533	6,052,533
2013	**1,810,000**	**286,250**	**2,096,250**
2014	1,905,000	195,747	2,100,747
2015	2,010,000	100,500	2,110,500
Total	9,065,000	3,295,030	12,360,030

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Schedule Seven – DETAIL
Long-Term Debt Service

$61,000,000

City of Glendale, Arizona

General Obligation Bonds, Series 2007

Date: June 26, 2007, maturing in 2022.

Interest: Semi-annual each January and July, commencing January 1, 2008.
Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to streets/parking, public safety, flood control and government facilities.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	16,380,000	12,210,077	28,590,077
2013	**3,660,000**	**2,040,988**	**5,700,988**
2014	3,805,000	1,885,438	5,690,438
2015	3,960,000	1,723,725	5,683,725
2016-2020	22,550,000	5,813,575	28,363,575
2021-2022	10,645,000	750,250	11,395,250
Total	61,000,000	24,424,052	85,424,052

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Schedule Seven – DETAIL
Long-Term Debt Service

$41,650,000

City of Glendale, Arizona

General Obligation Bonds, Series 2009B
(Taxable Direct-Pay Build America Bond)

Date: Dec 8, 2009, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2010.
Interest accrues at rates ranging from 1.500% to 5.625%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to economic development, government facilities, public safety, flood control, and parks & recreation.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	2,550,000	4,852,755	7,402,755
2013	**1,295,000**	**1,881,578**	**3,176,578**
2014	1,315,000	1,849,202	3,164,202
2015	1,335,000	1,809,752	3,144,752
2016-2020	9,885,000	8,057,094	17,942,094
2021-2025	11,515,000	5,684,420	17,199,420
2026-2030	13,755,000	2,408,968	16,163,968
Total	41,650,000	26,543,769	68,193,769

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Schedule Seven – DETAIL
Long-Term Debt Service

$38,300,000

City of Glendale, Arizona

General Obligation Refunding Bonds, Series 2010

Date: Nov 30, 2010, maturing in 2022.

Interest: Semi-annual each January and July, commencing July 1, 2011.
Interest accrues at rates ranging from 2.000% to 5.000%

Rating: Moody's "Aa1"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to advance refund the 2012-2022maturities of the City of Glendale General Obligation Refunding Bonds Series 2002 and the 2014-2017 maturities of General Obligation Bonds Series 2003. The proceeds were also used to pay for the issuance costs of the refunding project.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	2,644,999	2,644,999
2013	**-**	**1,667,600**	**1,667,600**
2014	2,475,000	1,667,600	4,142,600
2015	5,645,000	1,568,600	7,213,600
2016-2020	23,600,000	4,439,000	28,039,000
2021-2022	6,580,000	430,100	7,010,100
Total	38,300,000	12,417,899	50,717,899

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Schedule Seven – DETAIL
Long-Term Debt Service

$66,400,000 (Original Issuance)

City of Glendale, Arizona

General Obligation Bonds, Series 2003 (2 of 2)

Date: April 1, 2003, maturing in 2018.

Interest: Semi-annual each January and July, commencing July 1, 2003.
Interest accrues at rates ranging from 1.500% to 5.000%

Rating: Moody's "Aa2"
Standard and Poor's "AA"

Purpose: The bond proceeds were used to pay for the costs of acquisition, improvement and equipment of a variety of projects relating to water and sewer.
$52,525,000 of the total proceed is for regular General Obligation Bonds (Refer to General Obligation Bonds, Series 2003 (1 of 2)

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	7,390,000	2,935,787	10,325,787
2013	**970,000**	**288,550**	**1,258,550**
2014	1,020,000	240,050	1,260,050
2015	1,060,000	189,050	1,249,050
2016-2018	3,435,000	240,900	3,675,900
Total	13,875,000	3,894,337	17,769,337

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Schedule Seven – DETAIL
Long-Term Debt Service

$80,000,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2003

Date: December 1, 2003, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2004.
Interest accrues at rate of 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the expansion of the existing West Area Water Reclamation Facility, payments for the City's share of upgrades to and expansion of the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, a water resource master plan and water treatment plant design, design and construction of facilities at the Cholla Water Treatment Plant to meet solids handling regulations and land purchase for a water plant. In **February 2012, the Senior Lien Water & Sewer Revenue Refunding Obligations Series 2012 was issued for the purpose of refunding WIFA Loan Series 2001, WIFA Loan Series 2010 and a portion of the Subordinate Lien Water & Sewer Revenue Obligations Series 2003.**

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	4,320,000	25,833,250	30,153,250
2013	**1,630,000**	**81,500**	**1,711,500**
2014	-	-	-
2015	-	-	-
2016-2020	-	-	-
2021-2025	-	-	-
2026-2028	-	-	-
Total	5,950,000	25,914,750	31,864,750

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Schedule Seven – DETAIL
Long-Term Debt Service

$80,000,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2006

Date: February 7, 2006, maturing in 2026.

Interest: Semi-annual each January and July, commencing July 1, 2006.
Interest accrues at rates ranging from 4.000% to 5.250%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of facilities at the Cholla Water Treatment Plant to meet solids handling regulations and construction of a water treatment plant.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	7,045,000	23,427,631	30,472,631
2013	**3,745,000**	**3,434,231**	**7,179,231**
2014	3,925,000	3,237,619	7,162,619
2015	4,140,000	3,031,556	7,171,556
2016-2020	24,060,000	11,782,531	35,842,531
2021-2025	30,220,000	5,627,588	35,847,588
2026	6,865,000	308,925	7,173,925
Total	80,000,000	50,850,081	130,850,081

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Schedule Seven – DETAIL
Long-Term Debt Service

$44,500,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2007

Date: June 15, 2007, maturing in 2027.

Interest: Semi-annual each January and July, commencing January 1, 2008.
Interest accrues at rates ranging from 4.250% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of upgrades at the Cholla Water Treatment Plant to meet federal regulations, construction of water treatment plants and associated transmission lines and design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	5,425,000	10,281,742	15,706,742
2013	**1,840,000**	**1,884,750**	**3,724,750**
2014	1,930,000	1,806,550	3,736,550
2015	2,010,000	1,722,113	3,732,113
2016-2020	11,620,000	7,043,625	18,663,625
2021-2025	14,710,000	3,952,813	18,662,813
2026-2027	6,965,000	499,975	7,464,975
Total	44,500,000	27,191,567	71,691,567

Schedule Seven – DETAIL
Long-Term Debt Service

$65,500,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2008

Date: February 1, 2008, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2008.
Interest accrues at rates ranging from 3.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The proceeds of the obligations were used to pay for the City's share of upgrades to, and expansion of, the 91st Avenue Regional Wastewater Treatment Plant, replacement and rehabilitation of water lines throughout the system, water resource master plan and water treatment plant design, design and construction of upgrades at the Cholla Water Treatment Plant to meet federal regulations, construction of water treatment plants and associated transmission lines and design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	9,400,000	10,837,052	20,237,052
2013	**2,540,000**	**2,518,113**	**5,058,113**
2014	2,630,000	2,429,213	5,059,213
2015	2,730,000	2,330,588	5,060,588
2016-2020	19,535,000	9,921,350	29,456,350
2021-2025	14,885,000	6,254,775	21,139,775
2026-2028	13,780,000	1,400,500	15,180,500
Total	65,500,000	35,691,589	101,191,589

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Schedule Seven – DETAIL
Long-Term Debt Service

$77,635,000

City of Glendale, Arizona

Subordinate Lien Water & Sewer Revenue Obligations, Series 2012

Date: July 1, 2012, maturing in 2028.

Interest: Semi-annual each January and July, commencing July 1, 2012.
Interest accrues at rates ranging from 2.000% to 5.000%

Rating: Moody's "Aa3"
Standard and Poor's "AA"

Purpose: The series 2012 bonds were issued to refund WIFA Loan Series 2001, WIFA Loan Series 2010 and a portion of the Subordinate Lien Water & Sewer Revenue Obligation Series 2003.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	1,417,929	1,417,929
2013	**-**	**3,594,750**	**3,594,750**
2014	1,725,000	3,594,750	5,319,750
2015	4,290,000	3,560,250	7,850,250
2016-2020	23,850,000	15,039,550	38,889,550
2021-2025	26,825,000	9,535,500	36,360,500
2026-2028	20,945,000	2,128,750	23,073,750
Total	77,635,000	38,871,479	116,506,479

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Schedule Seven – DETAIL
Long-Term Debt Service

$25,685,000

City of Glendale, Arizona

Subordinate Lien Water and Sewer Revenue Obligations
Series 2010A (Taxable Direct Pay Build America Bonds)

Date: November 30, 2011, maturing in 2030.

Interest: Semi-annual each January and July, commencing July 1, 2011.
Interest accrues at rates ranging from 6.200% to 6.550%

Rating: Moody's "Aa3"
Standard and Poor's "AA+"

Purpose: The proceeds of the obligations were used for various improvement and extensions of the system which are contained in the City's water and sewer Capital Improvement Plan, including, without limitation, (a) payments for the City's share of upgrades to and the expansion of the 91st Avenue Regional Wastewater Treatment Plan, (b) replacement and rehabilitation of water lines throughout the System, (c) various water treatment plant improvements and construction of associated transmissions lines and (d) design and construction of upgrades at the wastewater treatment plants to meet federal regulations.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	-	2,599,410	2,599,410
2013	**-**	**1,638,858**	**1,638,858**
2014	-	1,638,858	1,638,858
2015	-	1,638,858	1,638,858
2016-2020	-	8,194,288	8,194,288
2021-2025	-	8,194,288	8,194,288
2026-2030	25,685,000	5,854,703	31,539,703
Total	25,685,000	29,759,260	55,444,260

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Schedule Seven – DETAIL
Long-Term Debt Service

$14,655,000

City of Glendale, Arizona

Street and Highway User Revenue and Refunding Bonds, Series 2004

Date: June 1, 2004, maturing in 2014.

Interest: Semi-annual each January and July, commencing January 1, 2005.
Interest accrues at rates ranging from 2.500% to 4.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The bonds were used to finance the improvement, construction, reconstruction, acquisition of right-of-way or maintenance of streets and highways of the City including certain traffic control devices and to refund portions of the City's outstanding highway revenue bonds.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	9,510,000	3,302,022	12,812,022
2013	**2,525,000**	**202,644**	**2,727,644**
2014	2,620,000	104,800	2,724,800
Total	14,655,000	3,609,465	18,264,465

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Schedule Seven – DETAIL
Long-Term Debt Service

$15,745,000

City of Glendale, Arizona

Street and Highway User Revenue Bonds, Series 2006

Date: April 11, 2006, maturing in 2016.

Interest: Semi-annual each January and July, commencing January 1, 2007.
Interest accrues at rates ranging from 4.000% to 5.000%

Rating: Moody's "Aaa"
Standard and Poor's "AAA"

Purpose: The bonds were issued to finance the improvement, construction, acquisition of right-of-way or maintenance of streets and highways of the City including a bridge and noise walls.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	8,640,000	3,217,144	11,857,144
2013	**1,670,000**	**301,225**	**1,971,225**
2014	1,735,000	226,075	1,961,075
2015	1,805,000	148,000	1,953,000
2016	1,895,000	75,800	1,970,800
Total	15,745,000	3,968,244	19,713,244

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Schedule Seven – DETAIL
Long-Term Debt Service

$137,495,000

City of Glendale, Arizona

Western Loop 101
Public Facilities Corp, Series 2008A

Date: October 1, 2008, maturing in 2038.

Interest: Semi-annual each January and July, commencing July 1, 2009.
Interest accrues at rates ranging from 6.000% to 7.000%

Rating: Moody's "A2"
Standard and Poor's "AA"

Purpose: Most of the proceeds were deposited to the acquisition and construction project related to the design and construction of a new Major League Baseball spring training stadium and related facilities. The remaining proceeds were used toward capitalized interest on 2008 bond issuance and issuance costs.

Debt Service: This schedule shows the outstanding debt service amount for PFC Series 2008A before any refunding. It is the intent of the city to refund this issuance.

Fiscal Year	Principal	Interest	Total
Prior years	-	32,709,108	32,709,108
2013	**-**	**8,913,913**	**8,913,913**
2014	-	8,913,913	8,913,913
2015	-	8,913,913	8,913,913
2016-2020	9,980,000	43,732,265	53,712,265
2021-2025	14,710,000	39,847,315	54,557,315
2026-2030	26,695,000	33,845,065	60,540,065
2031-2035	43,350,000	22,707,140	66,057,140
2036-2038	42,760,000	5,452,813	48,212,813
Total	137,495,000	205,035,445	342,530,445

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Schedule Seven – DETAIL
Long-Term Debt Service

$48,670,000

City of Glendale, Arizona

Western Loop 101
Public Facilities Corp, Series 2008B

Date: October 1, 2008, maturing in 2038.

Interest: Semi-annual each January and July, commencing July 1, 2009.
Interest accrues at rates ranging from 5.000% to 7.000%

Rating: Moody's "A2"
Standard and Poor's "AA"

Purpose: Most of the proceeds were deposited to the acquisition and construction project related to the design and construction of a new Major League Baseball spring training stadium and related facilities. The remaining proceeds were used toward capitalized interest on 2008 bond issuance and issuance costs.

Debt Service: This schedule shows the outstanding debt service amount for PFC Series 2008B before any refunding. It is the intent of the city to refund this issuance.

Fiscal Year	Principal	Interest	Total
Prior years	-	11,294,091	11,294,091
2013	**-**	**3,077,875**	**3,077,875**
2014	-	3,077,875	3,077,875
2015		3,077,875	3,077,875
2016-2020	2,555,000	15,131,826	17,686,826
2021-2025	5,130,000	13,839,415	18,969,415
2026-2030	8,265,000	11,897,551	20,162,551
2031-2035	13,110,000	8,041,225	21,151,225
2036-2039	19,610,000	1,931,251	21,541,251
Total	48,670,000	71,368,984	120,038,984

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Schedule Seven – DETAIL
Long-Term Debt Service

$13,585,000

City of Glendale, Arizona

Western Loop 101
Public Facilities Corp, Series 2008C

Date: October 1, 2008, maturing in 2017.

Interest: Semi-annual each January and July, commencing July 1, 2009.
Interest accrues at rates of 7.500%

Rating: Moody's "A2"
Standard and Poor's "AA"

Purpose: Most of the proceeds were deposited into a revenue stabilization fund to be used toward interest payments of Series A and B. The remainder was used toward the design and construction of a new Major League Baseball spring training stadium and related facilities, and for capitalized interest on 2008 bond issuance costs.

Debt Service: This schedule shows the outstanding debt service amount for PFC Series 2008C before any refunding. It is the intent of the city to refund this issuance.

Fiscal Year	Principal	Interest	Total
Prior years	-	3,738,705	3,738,705
2013	**-**	**1,018,875**	**1,018,875**
2014	2,940,000	1,018,875	3,958,875
2015	4,975,000	798,375	5,773,375
2016-2017	5,670,000	457,500	6,127,500
Total	13,585,000	7,032,330	20,617,330

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Schedule Seven – DETAIL
Long-Term Debt Service

$109,110,000

City of Glendale, Arizona

Transportation Excise Tax Revenue Obligations, Series 2007

Date: October 16, 2007, maturing in 2032.

Rating: Moody's: "Aaa"
Standard and Poor's : "AAA"

Interest: Semiannual each January and July, commencing July 1, 2008.
Interest accrues at rates ranging from 4.000% to 5.000%

Purpose: The proceeds were used to construct transportation projects including design, construction and right-of-way acquisitions. Most of the funding was used to construct street projects such as roadway widening and intersections improvements. Funding was also used to construct transit stops, bicycle connections, park and ride lots and airport projects.

Debt Service:

Fiscal Year	Principal	Interest	Total
Prior years	14,965,000	21,677,179	36,642,179
2013	**3,005,000**	**4,321,281**	**7,326,281**
2014	3,125,000	4,201,082	7,326,082
2015	3,250,000	4,076,082	7,326,082
2016-2020	18,645,000	17,992,306	36,637,306
2021-2025	23,095,000	13,546,438	36,641,438
2026-2030	22,885,000	6,432,550	29,317,550
2031-2032	20,140,000	1,839,150	21,979,150
Total	109,110,000	74,086,068	183,196,068

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FY 2013 Scheduled Lease Payments

Lease Desc. & Account	2012-13	2013-14	2014-15	2015-16	17 -Beyond
2011 Lease Refinance (Refinanced Northern Crossing, Hickman and ADOT payment)					
1000-11380-560400	490,100	668,900	1,212,300	2,855,000	6,187,100
1000-11380-560600	609,795	580,948	537,589	450,244	423,190
Total	1,099,895	1,249,848	1,749,889	3,305,244	6,610,290
Fire Trucks & Equipment - '07 Lease					
1000-11380-560400	68,826	71,445	48,286	50,123	-
1000-11380-560600	8,356	8,468	3,259	1,422	-
Total	77,181	79,913	51,545	51,545	-
Parks & Rec Copier - De Lage Landen Public Finance LLC					
1000-14700-560400	6,474	2,358	-	-	-
1000-14700-560600	798	66	-	-	-
Total	7,272	2,424	-	-	-
1000 - General Fund Total:	**1,184,348**	**1,332,185**	**1,801,434**	**3,356,789**	**6,610,290**
Library Copier - '09 Kansas State Bank					
1260-15410-560400	5,607	-	-	-	-
1260-15410-560600	488	-	-	-	-
Total	6,095	-	-	-	-
1260 - Library Fund Total:	**6,095**	**-**	**-**	**-**	**-**
Three (3) Frontloaders - '09 Lease (Interfund Borrowing)					
2480-17820-560400	150,939	153,775	-		
2480-17820-560600	4,996	2,160	-		
Total	155,935	155,935	-	-	-
Sideloader -'09 Lease (Interfund Borrowing)					
2480-17830-560400	43,410	44,226	-	-	-
2480-17830-560600	1,437	621	-	-	-
Total	44,847	44,847	-	-	-
Rearloader - '09 Lease (Interfund Borrowing)					
2480-17840-560400	47,522	48,415	-	-	-
2480-17840-560600	1,573	680	-	-	-
Total	49,095	49,095	-	-	-
2480 - Sanitation Fund Total:	**249,877**	**249,877**	**-**	**-**	**-**
Grand Total:	**1,440,321**	**1,582,062**	**1,801,434**	**3,356,789**	**6,610,290**

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1000 - General						
	Mayor					
	Office of the Mayor	$1,922	$72		$1,649	$2,519
	Council Office					
	Cactus District					$1,328
	Cholla District					$1,328
	Council Office	$5,563	$4,158		$5,347	$3,407
	Sahuaro District					$1,354
	City Clerk					
	City Clerk	$2,171	$430		$2,564	$3,499
	Elections	$305				
	Records Management	$945	$50		$2,747	
	City Manager					
	City Manager	$4,465	$337		$2,202	$2,820
	Internal Audit					
	Internal Audit	$1,446	$26		$1,265	$589
	Materials Control Warehouse	$2,481	$3,371	$2,907	$1,536	$1,754
	Materials Management	$1,023	$36		$2,120	$961
	Intergovt. Programs					
	Intergovernmental Programs	$3,030	$72		$1,553	$1,654
	City Court					
	City Court	$21,013	$994	$1,450	$6,332	$17,755
	City Attorney					
	City Attorney	$32,485	$1,306		$10,251	$8,588
	Marketing and Comm.					
	Audio/Visual	$1,093	$51	$1,539	$31,003	
	Cable Communications	$3,841	$126	$2,931	$41,529	
	City-Wide Special Events	$2,699	$97		$1,832	$1,166
	Marketing	$3,876	$428		$4,418	$4,757
	Tourism	$1,310	$892		$1,415	$4,558
	Conv./Media/Parking					
	Convention/Media/Parking	$750			$128,806	
	Media Center Operations	$679	$311			$12,447
	Comm. Action Program					
	CAP Local Match	$355			$3,191	$16,759
	Human Resources					
	Benefits	$973	$36		$175	
	Compensation	$2,394	$86		$216	
	Employee Relations	$1,032	$302			
	Employment Services	$2,016	$670			

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
Human Resources						
	Human Resources Administration	$2,992	$373		$8,170	$6,318
	Organizational Development	$1,438	$54		$216	
	Risk Management/Safety	$621	$275	$1,607	$672	
Finance						
	Accounting Services	$6,646	$379			
	Finance Administration	$3,183	$123		$8,526	$5,471
	License/Collection	$3,837	$159	$992	$7,236	$3,508
Info. Technology						
	Information Technology	$14,155	$3,088	$2,349	$704,108	$14,728
Management & Budget						
	Budget & Research	$3,431	$108		$2,604	$1,370
	Grants Administration	$449	$18		$432	$193
Police Department						
	PD - Emergency Management		$414			
	PD - Fiscal Management	$893,694	$283,634	$431,974	$143,127	$177,730
Fire Department						
	Air-Med & Logistics Ops (HALO)		$3,609			
	Ambulance Services		$465			
	Fire Administration	$191,543	$3,253			
	Fire Marshal's Office		$2,673			
	Fire Medical Services & Health		$256			
	Fire Operations		$154,037			
	Fire Resource Management		$5,367	$53,450	$28,333	$93,156
Parks & Recreation						
	Adult Center		$7,575		$3,629	
	Aquatics		$3,230		$216	
	Foothills Recreation Center	$6,173	$6,127		$9,402	$8,492
	Glendale Community Center		$812		$690	
	Historic Sahuaro Ranch	$1,497	$792		$240	$9,932
	Park Irrigation	$8,849	$720			
	Park Rangers	$2,546	$1,973		$672	
	Parks & Recreation Admin.		$18		$1,080	
	Parks CIP & Planning	$1,068	$163		$1,082	
	Parks Maintenance	$22,748	$6,558		$2,352	
	Pool Maintenance	$1,947	$706			
	Recreation Support Services	$52,690	$471	$38,088	$12,427	$33,049
	Special Events and Programs		$249		$216	
	Sports and Health		$1,036			
	Youth and Teen		$3,208			$3,856

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Comm. Partnerships					
	Community Revitalization	$2,251	$53	$1,296	$4,018	$2,820
	Neighborhood Partnership	$2,831	$108	$557	$2,152	$2,244
	Library & Arts					
	Arts Maintenance - Admin.	$83	$246			
	Library	$41,533	$5,622	$1,738	$69,692	$50,378
	Community Dev Admin					
	CD Deputy City Manager	$798	$18		$912	$193
	Building Safety					
	Building Safety	$12,829	$4,487	$8,004	$8,288	$6,440
	Development Services Center	$2,893	$109		$3,720	$2,244
	Planning					
	Current Planning	$2,039	$72		$432	$961
	Long-Range Planning & Research	$924	$36		$707	$193
	Planning Administration	$1,749	$54		$3,831	$1,746
	Field Operations					
	Downtown Beaut. & Promotion	$1,816	$1,274	($630)	$456	
	Economic Development	$3,652	$255		$3,854	$2,244
	Code Compliance					
	Code Compliance	$9,964	$997	$8,888	$6,487	$6,919
	Field Operations					
	Cemetery	$4,594	$523	$2,322	$216	$3,405
	Custodial Services	$7,345	$14,224	$8,315	$1,536	
	Downtown Parking Garage	$226				
	Facilities Management	$31,957	$23,273	$16,790	$1,369	$25,653
	Field Operations Admin.	$2,246	$36		$2,194	$27,739
	Graffiti Removal	$1,711	$1,897	$2,270		
	Engineering					
	Construction Inspection		$3,833	$10,354	$871	
	Design Division		$910		$5,008	
	Engineering Administration	$21,671	$194		$3,150	$7,159
	Land Development Division		$54		$2,905	
	Mapping and Records		$18		$2,694	
	Materials Testing		$2,214		$1,520	$4,190
Total General		**$1,470,486**	**$566,281**	**$597,191**	**$1,311,593**	**$589,574**
1040 - General Services						
	Field Operations					
	Equipment Management	$38,612	$17,680	$19,635	$4,518	$8,655
	Fuel Services			$586		

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Field Operations					
	Parts Store Operations		$18			
Total General Services		**$38,612**	**$17,698**	**$20,221**	**$4,518**	**$8,655**
1100 - Telephone Services						
	Info. Technology					
	Telephones	$1,270	$18			
Total Telephone Services		**$1,270**	**$18**			
1140 - PC Replacement						
	Info. Technology					
	Technology Replacement	$590	$18			$200
Total PC Replacement		**$590**	**$18**			**$200**
1220 - Arts Commission Fund						
	Library & Arts					
	Arts Maintenance				$1,605	
Total Arts Commission Fund					**$1,605**	
1240 - Court Security/Bonds						
	City Court					
	Court Time Payments				$690	
Total Court Security/Bonds					**$690**	
1281 - Stadium Event Operations						
	Marketing and Comm.					
	Mkt'g - Stadium Events	$14,885				
	Police Department					
	PD - Fiesta Bowl Event	$1,096				
	Stadium - PD Event Staffing	$3,671	$6,578			
	Fire Department					
	Fire - Fiesta Bowl Event	$437				
	Stadium - Fire Event Staffing	$628			$587	
	Transportation					
	Stadium - Transportation Ops.	$4,475				
	Transp - Fiesta Bowl Event	$306				
Total Stadium Event Operations		**$25,498**	**$6,578**		**$587**	

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
1282 - Arena Event Operations						
	Police Department					
	Arena-PD Event Staffing	$2,866	$18			
	Fire Department					
	Arena - Fire Event Staffing	$1,399	$18			
	Right-of-Way					
	Arena - ROW Maintenance	$191				
	Transportation					
	Arena - Transportation Ops.	$57				
Total Arena Event Operations		**$4,513**	**$36**			
1340 - Highway User Gas Tax						
	Right-of-Way					
	Right-of-Way Maintenance	$34,418	$19,413	$26,002	$1,840	
	Street Maintenance	$23,935	$25,654	$17,741	$6,658	
	Transportation					
	Signs & Markings	$14,468	$7,339	$21,648	$681	
	Street Light Management	$8,759		$540		
	Traffic Design and Development	$5,595	$1,494	$1,407		
	Traffic Signals	$56,133	$11,379	$16,431	$1,393	
	Traffic Studies	$7,202	$72	$2,148	$1,332	
	Transportation Administration	$84,921	$791	($5,744)	$5,960	$6,896
Total Highway User Gas Tax		**$235,431**	**$66,142**	**$80,173**	**$17,864**	**$6,896**
1660 - Transportation Sales Tax						
	Transportation					
	Dial-A-Ride	$67,735	$17,582		$7,375	$19,526
	Fixed Route		$425			
	Intelligent Transportation Sys		$792	$19,811	$17,872	$4,326
	Traffic Mitigation		$18			
	Transit Management		$72			
	Transportation Education		$284	$3,970	$3,770	
	Transportation Program Mgmt		$90		$68,557	
Total Transportation Sales Tax		**$67,735**	**$19,263**	**$23,781**	**$97,574**	**$23,852**
1700 - Police Special Revenue						
	Police Department					
	Patrol - Special Revenue Fund		$70,910	$107,994	$90,651	$37,272

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
Total Police Special Revenue			**$70,910**	**$107,994**	**$90,651**	**$37,272**
1720 - Fire Special Revenue						
	Fire Department					
	Fire - Special Revenue Fund		$41,513	$13,363	$31,917	$23,289
Total Fire Special Revenue			**$41,513**	**$13,363**	**$31,917**	**$23,289**
1740 - Civic Center						
	Civic Center					
	Civic Center	$3,826	$1,271	$1,351	$5,038	$12,415
Total Civic Center		**$3,826**	**$1,271**	**$1,351**	**$5,038**	**$12,415**
1760 - Airport Special Revenue						
	Airport					
	Airport Operations	$54,155	$738	$2,073	$1,497	$17,239
Total Airport Special Revenue		**$54,155**	**$738**	**$2,073**	**$1,497**	**$17,239**
1860 - RICO Funds						
	Police Department					
	State RICO			$147,236		
Total RICO Funds				**$147,236**		
1880 - Parks & Recreation Self Sust						
	Parks & Recreation					
	Adult Center Self Sustaining		$384			
	Rec Self Sust-Foothills Rec		$383		$540	
	Sports Self Sustaining		$304			
	SRPHA Sahuaro Ranch Hist		$130			
	Youth and Teen Self Sustaining		$2,443			
Total Parks & Recreation Self S			**$3,644**		**$540**	
2360 - Water and Sewer						
	Env. Resources					
	Environmental Resources		$90		$3,210	$854
	Water Quality		$2,778	$7,718		$1,481
	Finance					
	Customer Service Office		$2,535		$50,637	$37,401
	Utilities					
	Arrowhead Reclamation Plant		$3,890	$10,187	$1,210	

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
	Utilities					
	Information Management		$786	$7,350	$275,997	
	Public Service Representatives		$790	$11,139		
	System Security		$2,470	$9,521	$540	
	Utilities Administration	$331,413	$186	$8,472		$111,169
	West Area Plant		$3,153	$14,638	$14,791	
Total Water and Sewer		**$331,413**	**$16,678**	**$69,025**	**$346,385**	**$150,905**
2400 - Water						
	Env. Resources					
	Water Conservation		$2,307	$1,639	$3,682	$654
	Building Safety					
	Cross Connection Control		$662	$3,337	$1,140	$441
	Utilities					
	Central System Control		$2,676	$5,593		
	Central System Maintenance		$1,317	$13,344		
	Cholla Treatment Plant		$3,826	$3,802	$540	
	Customer Service - Field		$13,059	$25,950		
	Irrigation		$260	$2,661		
	Meter Maintenance		$3,391	$21,512		
	Oasis Surface WTP		$7,998	$14,133	$4,320	
	Pyramid Peak Plant		$17,983	$10,168		
	Water Distribution		$17,501	$186,581		
Total Water			**$70,980**	**$288,720**	**$9,682**	**$1,095**
2420 - Sewer						
	Utilities					
	Pretreatment Program		$1,558	$15,131		
	Storm Water			$33,721	$1,176	
	Wastewater Collection		$8,654	$167,297	$540	
Total Sewer			**$10,212**	**$216,149**	**$1,716**	
2440 - Landfill						
	Field Operations					
	Landfill	$42,964	$10,008		$10,430	$5,635
	MRF Operations		$4,536		$3,844	$3,569
	Recycling		$3,821		$3,221	$854
	Solid Waste Admin		$1,336		$2,968	$1,198
Total Landfill		**$42,964**	**$19,701**		**$20,463**	**$11,256**

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Internal Service Premiums

Note: The following amounts provide for departmental participation in the city's self insurance fund, workers' compensation fund, vehicle and technology replacement programs and telephone fund. The rates are approved by the Budget Division based on computer models established for each fund. Monthly amounts should be charged against departmental operating budgets by the Finance Division during the fiscal year.

Fund Name	Dept / Program Name	Insurance	Workers' Compensation	Vehicle Replacement	Technology Replacement	Telephone
2480 - Sanitation						
	Field Operations					
	Curb Service	$63,135	$24,631		$2,618	$654
	Residential-Loose Trash Collec	$37,798	$16,357		$1,838	
	Sanitation Frontload	$34,606	$24,245		$6,224	$3,695
	Sanitation Roll-off	$7,491	$1,793			
Total Sanitation		**$143,030**	**$67,026**		**$10,680**	**$4,349**
2500 - Pub Housing Budget Activities						
	Comm. Partnerships					
	Community Housing	$61,592	$2,461	$15,605	$13,817	
Total Pub Housing Budget Activ		**$61,592**	**$2,461**	**$15,605**	**$13,817**	
2530 - Training Facility Revenue Fund						
	Police Department					
	PS Training Ops - Police	$1,577	$651	$34,649	$10,961	$19,758
	Fire Department					
	PS Training Ops - Fire	$14,422	$1,315	$3,653	$80,962	$33,839
	Field Operations					
	PS Training Ops - Fac. Mgmt.	$2,814	$1,258	$4,519		
Total Training Facility Revenue		**$18,813**	**$3,224**	**$42,821**	**$91,923**	**$53,597**
2538 - Glendale Health Center						
	Fire Department					
	Glendale Health Center	$72			$6,271	$3,150
Total Glendale Health Center		**$72**			**$6,271**	**$3,150**
2540 - Risk Management Self Insurance						
	Human Resources					
	Risk Mgmt Trust Fund		$68		$2,873	$1,087
Total Risk Management Self Ins			**$68**		**$2,873**	**$1,087**
FY 2013 Total Internal Service Premiums:		**$2,500,000**	**$984,460**	**$1,625,703**	**$2,067,884**	**$944,831**

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General Staff and Administrative Service Charges

Note: The following schedule identifies the general staff and administrative charges which are direct expenses of the enterprise and certain special revenue funds but incurred in other funds. The charges are established by the Budget Office based on the indirect cost allocation model which utilizes various generally accepted allocation methods. Annual amounts should be charged against departmental operating budgets by the Finance Department at the beginning of each fiscal year. Charges for Customer Service are paid to the Water/Sewer Fund and charges for Solid Waste Adminstration are paid to the Landfill Fund.

Fund Name	Dept Program Name	General Fund Indirect	Customer Service	Solid Waste Administration	Sanitation F/L
1660 - Transportation Sales Tax					
Transportation Program Mgmt		$1,017,000			
		$1,017,000			
2360 - Water and Sewer					
Utilities Administration		$4,394,000			$47,382
		$4,394,000			**$47,382**
2440 - Landfill					
Gas Management System		$6,000			
Landfill		$404,000	$25,000		
MRF Operations		$357,000			
Recycling		$125,000			
Solid Waste Admin		$87,000	$3,000		
		$979,000	**$28,000**		
2480 - Sanitation					
Curb Service		$1,445,000	$27,000	$216,000	
Residential-Loose Trash Collec		$529,000		$78,000	
Sanitation Frontload		$362,000	$27,000	$108,000	
Sanitation Roll-off		$136,000		$29,000	
		$2,472,000	**$54,000**	**$431,000**	
FY 2013 Total General Staff / Admin Charges:		**$8,862,000**	**$82,000**	**$431,000**	**$47,382**

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Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2013 Budget
1000 - General				
	Fire Department			
	Fire Resource Management (12433)			
		Base	Equipment (Refurbish Pumper)	$98,050
	GENERAL TOTAL			**$98,050**
1120 - Vehicle Replacement				
	Field Operations			
	Equipment Replacement (13610)			
		Base	Police Dept - 41 Vehicles	$1,211,103
		Base	Unscheduled Repl's - Approp.	$775,000
		Base	Utilitites - 9 Vehicles	$515,460
		Base	Field Operations - 2 Vehicles	$171,350
		Base	Transportation - 1 Vehicle	$77,780
			Equipment Replacement	**$2,750,693**
	VEHICLE REPLACEMENT TOTAL			**$2,750,693**
1140 - PC Replacement				
	Info. Technology			
	Technology Replacement (11530)			
		Base	Mobile Data Terminals	$495,548
		Base	Servers	$362,766
		Base	Phone Systems	$91,900
		Base	Multiplexer Costs	$49,632
			Technology Replacement	**$999,846**
	PC REPLACEMENT TOTAL			**$999,846**
1220 - Arts Commission Fund				
	Library & Arts			
	Arts Maintenance (15310)			
		Base	Public Art	$77,378
	ARTS COMMISSION FUND TOTAL			**$77,378**
1240 - Court Security/Bonds				
	City Court			
	Fill the Gap (10530)			
		Base	Equipment	$10,000
	COURT SECURITY/BONDS TOTAL			**$10,000**

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Operating Capital List

Fund	Dept / Program Name	Status	Item Description	FY 2013 Budget
1720 - Fire Special Revenue				
	Fire Department			
	Fire - Special Revenue Fund (12610)			
		Base	Equipment (Refurbish Pumper)	$24,512
		Carryo	Engine Refurbishments	$24,512
			Fire - Special Revenue Fund	**$49,024**
	FIRE SPECIAL REVENUE TOTAL			**$49,024**
1860 - RICO Funds				
	Police Department			
	Federal RICO (32020)			
		Base	Equipment	$100,000
	State RICO (32030)			
		Base	Equipment	$232,712
		Base	Improve Other Than Bldgs	$95,000
			State RICO	**$327,712**
	RICO FUNDS TOTAL			**$427,712**
2360 - Water and Sewer				
	Utilities			
	Water Distribution (17290)			
		Base	Valve Exerciser	$30,000
	WATER AND SEWER TOTAL			**$30,000**
2500 - Pub Housing Budget Activities				
	Comm. Partnerships			
	Community Housing (17910)			
		Base	Misc Cap Projects	$210,000
	PUB HOUSING BUDGET ACTIVITIES TOTAL			**$210,000**

Grand Total: $4,652,703

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Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
1000 - General			
	Council Office		
	Barrel District (10130)		
		Small Capital Projects	$4,200
	Cactus District (10150)		
		Small Capital Projects	$9,000
	Cholla District (10120)		
		Small Capital Projects	$221
	Ocotillo District (10170)		
		Small Capital Projects	$4,000
	Sahuaro District (10140)		
		Small Capital Projects	$1,500
	Yucca District (10160)		
		Small Capital Projects	$13,000
	City Clerk		
	Elections (10240)		
		County Election Services	$110,000
	Non-Departmental		
	Fund 1000 Non-Dept (11801)		
		Unbudgeted Carryover Reserve	$30,000
	GENERAL TOTAL		**$171,921**
1310 - Neighborhood Stabilization Pgm			
	Comm. Partnerships		
	NSP Programs (30900)		
		Professional & Contractual	$423,375
		Salary	$150,000
		Allocated Retirement Expense	$15,150
		Social Security - City Share	$9,300
		ER-Medicare Exp	$2,175
		NSP Programs	**$600,000**
	NEIGHBORHOOD STABILIZATION PGM TOTAL		**$600,000**

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Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
1311 - N'hood Stabilization Pgm III			
	Comm. Partnerships		
	NSP III (30910)		
		Professional & Contractual	$300,000
		Pay Reimb-Salary	$50,000
		NSP III	**$350,000**
	N'HOOD STABILIZATION PGM III TOTAL		**$350,000**
1320 - C.D.B.G.			
	Comm. Partnerships		
	CDBG Programs (31001)		
		Housing Projects	$358,264
		CDBG Allocation Future Project	$353,249
		Housing Rehab-Subrecipients	$228,789
		Demolitions	$109,962
		Temporary Relocation	$85,517
		CDBG Programs	**$1,135,781**
	C.D.B.G. TOTAL		**$1,135,781**
1660 - Transportation Sales Tax			
	Transportation		
	Traffic Mitigation (16580)		
		Intersection/Ped Safety Imp	$100,000
	TRANSPORTATION SALES TAX TOTAL		**$100,000**
1720 - Fire Special Revenue			
	Fire Department		
	Fire - Special Revenue Fund (12610)		
		Engine Refurbishments	$24,512
	FIRE SPECIAL REVENUE TOTAL		**$24,512**

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Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
1842 - ARRA Stimulus Grants			
	Comm. Partnerships		
	CDBG-R (37021)		
		CDBG-R Visual Improvement	$60,000
	Equip Mgmt Facility Lighting (37071)		
		Professional and Contractual	$15,648
	GMOC Parking Garage Lighting (37072)		
		Professional and Contractual	$2,654
	JAG Recovery Act (37002)		
		Professional and Contractual	$652,566
	Solar Parks Lighting (37075)		
		Professional and Contractual	$165,079

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Operating Carryover Savings Budgets

Fund	Dept / Program Name	Item Description	FY 2013 Budget
	Grants		
	ARWRF Facility UV System Imp (37060)		
		Professional and Contractual	$806,799
	Build Safe Engy Prog Enhance (37065)		
		Professional and Contractual	$29,259
	Energy Matters Public Educat (37067)		
		Line Supplies	$45,200
		Temporary Pay	$14,673
		Professional And Contractual	$12,775
		Social Security - City Share	$910
		ER-Medicare Exp	$213
		Energy Matters Public Educat	**$73,771**
	Program Manager (37068)		
		Authorized Salaries	$48,599
		Allocated Retirement Expense	$4,908
		Social Security - City Share	$3,013
		ER-Medicare Exp	$705
		Program Manager	**$57,225**
	Public Safety/Court Lighting (37062)		
		Professional and Contractual	$9,051
	Well 43 Variable Drive Retrofi (37061)		
		Professional and Contractual	$76,970
	ARRA STIMULUS GRANTS TOTAL		**$1,949,022**

2530 - Training Facility Revenue Fund

	Fire Department		
	PS Training Ops - Fire (12590)		
		Dept Cont. / Emergency Repairs	$30,000
	TRAINING FACILITY REVENUE FUND TOTAL		**$30,000**

Grand Total: $4,361,236

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GLENDALE

Appendix

Annual Budget, 2012-2013

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MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY

POPULATION DISTRIBUTION:

Age	#	%
5 years & Under	22,284	8.93%
5 to 9 years	19,450	7.80%
10 to 14 years	19,121	7.67%
15 to 19 years	19,197	7.70%
20 to 24 years	18,518	7.42%
25 to 34 years	38,324	15.36%
35 to 44 years	35,105	14.07%
45 to 54 years	32,620	13.08%
55 to 59 years	13,964	5.60%
60 to 64 years	10,400	4.17%
65 to 74 years	10,113	4.05%
75 to 84 years	7,058	2.83%
85 years & over	3,301	1.32%
Total	249,455	-

Median age: 31.9

Sex	#	%
Male	124,641	49.97%
Female	124,814	50.03%

INCOME AND BENEFITS (2009 INFLATION-ADJUSTED $'s):

	Households in Range	
Income	#	%
Total Households	80,943	
Less than $10,000	5,272	6.51%
$10,000 to $14,999	3,860	4.77%
$15,000 to $24,999	8,342	10.31%
$25,000 to $34,999	8,918	11.02%
$35,000 to $49,999	12,056	14.89%
$50,000 to $74,999	16,862	20.83%
$75,000 to $99,999	10,374	12.82%
$100,000 to $149,999	10,337	12.77%
$150,000 to $199,999	2,956	3.65%
$200,000 or more	1,966	2.43%

Median household income: $52,447
Mean household income: $65,769

SCHOOL ENROLLMENT:

	Enrolled	
Population 3 yrs & older	#	%
Enrolled in school	71,910	-
Nursery school, preschool	3,521	4.90%
Kindergarten	4,066	5.65%
Elementary school (grades 1-8)	30,565	42.50%
High school (grades 9-12)	16,371	22.77%
College or graduate school	17,387	24.18%

EDUCATIONAL ATTAINMENT

	Attained	
Education	#	%
Population 25 years and over	130,413	-
Less than High School graduate	21,643	16.6%
High school graduate (or equivalent)	34,927	26.8%
Some college, or Associate's degree	46,721	35.8%
Bachelor's degree or higher	27,122	20.8%
Percent w/ bachelor's degree or higher:	27,122	20.8%
Percent of high school graduates w/ some college or an associate's degree:	81,648	62.6%
Percent of all other:	21,643	16.6%

OCCUPATION DISTRIBUTION:

	Employed	
Occupation	#	%
Employed (Age 16 & over)	114,587	-
Management/Professional	33,895	29.58%
Service	18,791	16.40%
Sales and office	32,583	28.44%
Farming/fishing/forestry	209	0.18%
Construction/maintenance	15,714	13.71%
Prod./transport/Material Moving	13,395	11.69%

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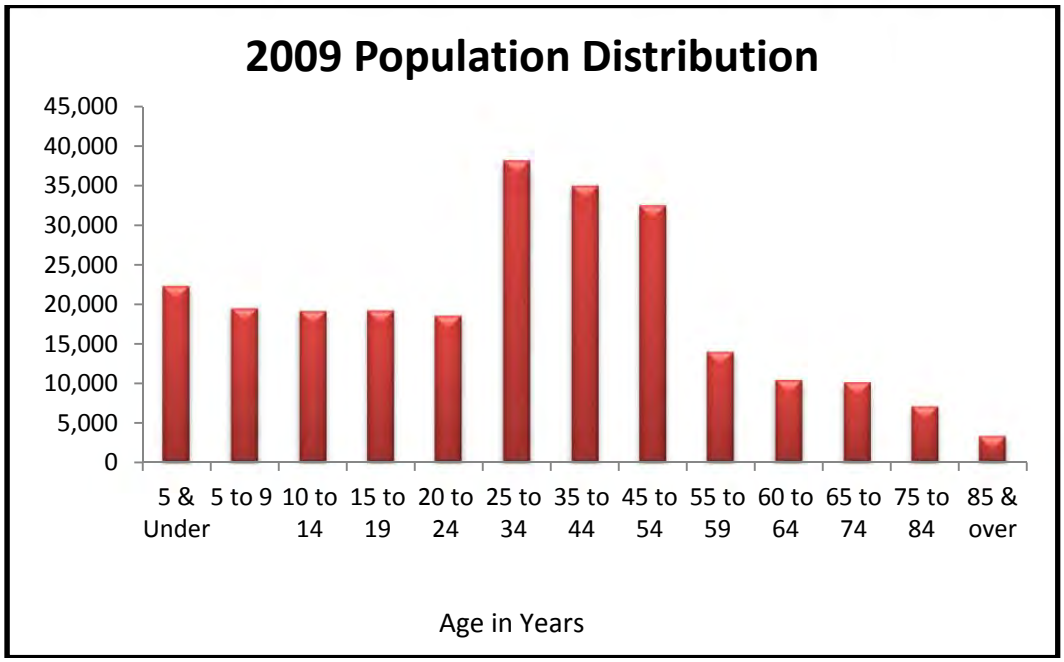
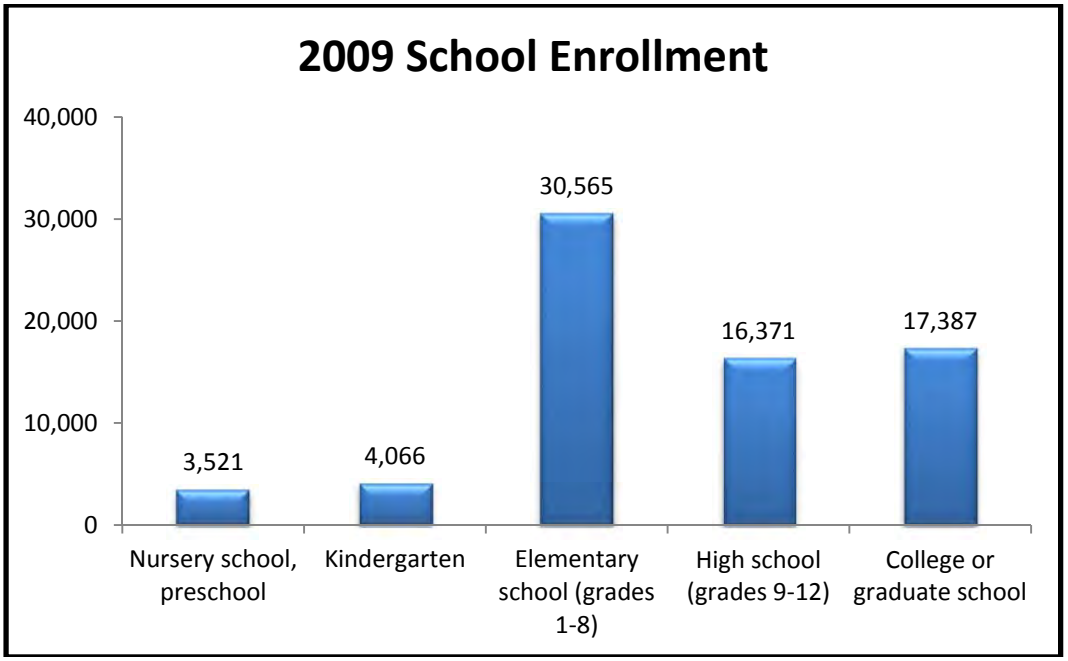
MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY

The following two pages show the information from the previous page in chart form.





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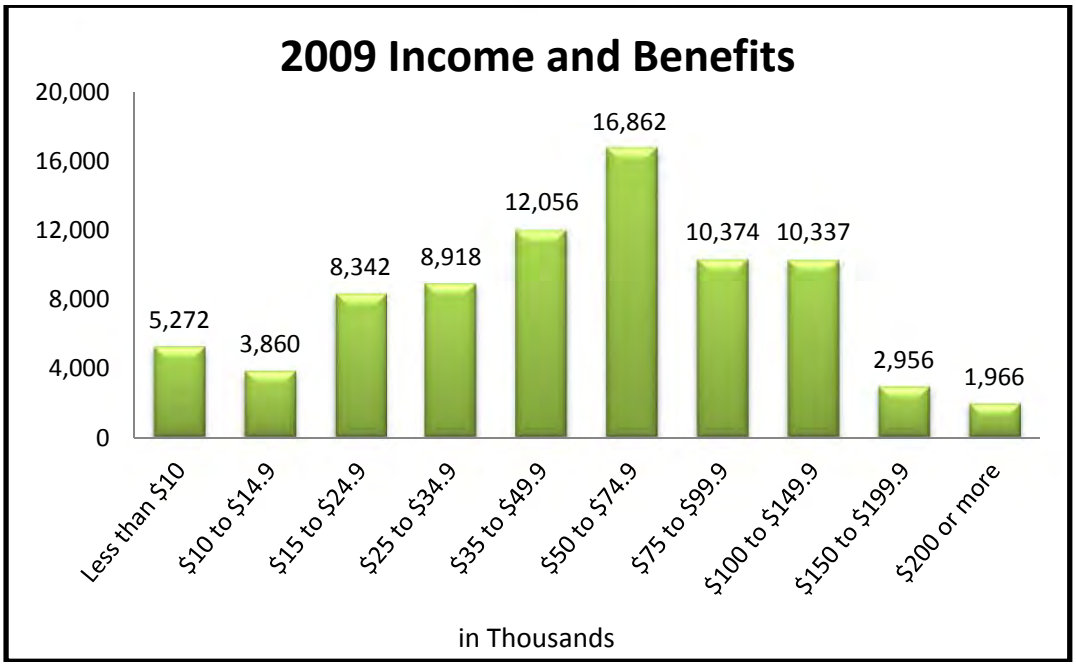
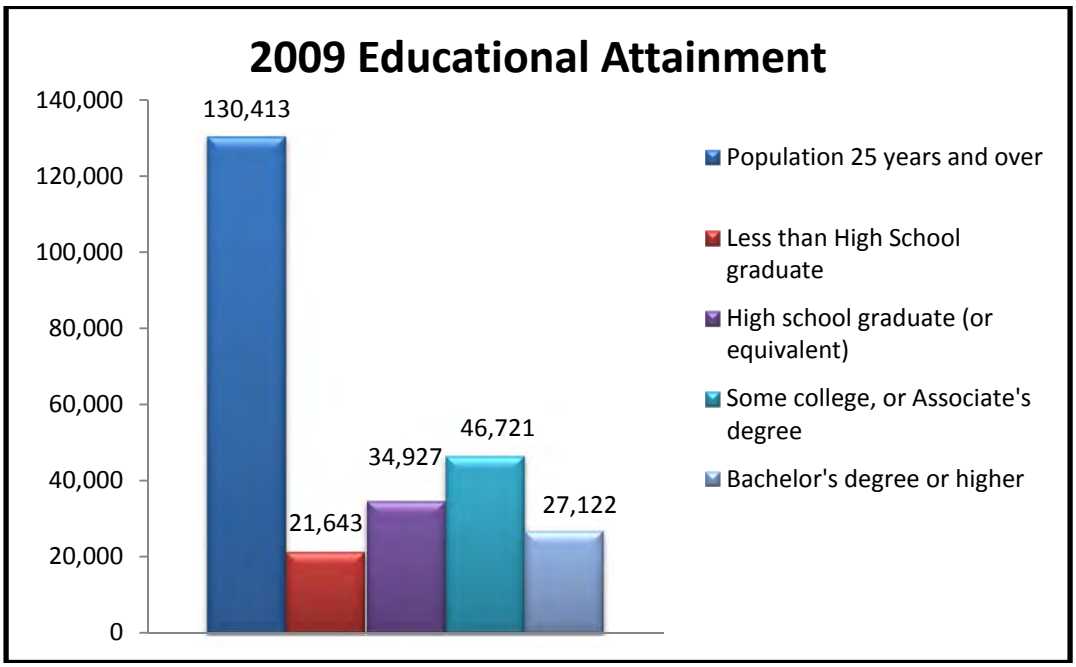
MISCELLANEOUS STATISTICS FROM 2005-09 est. AMERICAN COMMUNITY SURVEY





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CITY STATISTICS

Year Founded: 1892

Date of Incorporation: June 18, 1910

Form of Government:
Council/City Manager

County: Maricopa

Elevation: 1,152 Ft.

Top Five Glendale Employers:

U.S. Air Force-Luke (Military/Civil)	6,000
Banner Health System	2,866
Wal-Mart (FT & PT)	2,025
Glendale Union High School District	2,008
City of Glendale	1,966

Annexed Area in Sq. Miles:

Year	Total
1910	1
1910-1969	15
1970-1979	39
1980-1989	49
1990-1999	54
2000-2001	54
2002	54
2003	54
2004	56
2005	57
2006	58
2007	58
2008	58
2009	58
2010	59
2011	59

Population:

1970	36,228
1980	97,172
1985 (Special Census)	122,392
1990 (Census)	148,134
1995* (Special Census)	182,615
2000 (Census)	218,812
2010 (Census)	226,721
2012 (Estimate)	228,015

***** All population numbers 1995 and after include the population of Luke AFB.

City Authorized Staffing as of July 1, 2012:
Full-Time &Part-Time, Permanent **1,824.25**

Elections:
Number of votes cast:
August 2010 Primary Elec. (8/10) 14,526 (3 districts)
November 2010 General Elec. (11/10) 14,052 (2 District runoff elec.)

Percentage of registered voters voting in:
August 2010 Primary Elec. (08/10) 28.63%
November 2010 General Elec. (11/10) 47.67%

Building Permits:

Fiscal Year	Number	Value of Buildings
1999	8,561	$333,138,095
2000	7,925	$292,105,521
2001	6,944	$287,722,622
2002	5,439	$219,539,420
2003	6,299	$327,352,955
2004	4,819	$359,027,305
2005	6,980	$546,094,645
2006	6,844	$445,703,739
2007	6,185	$582,249,673
2008	6,883	$452,658,952
2009	5,289	$324,754,646
2010	5,184	$158,860,414

Fire Protection (for CY 2010):

Number of Stations	9
90% of the time Units arrived On-scene	5:43 Min
Number of Calls	
EMS	34,960
Fire	5,253
Miscellaneous	2,409
Special Operations	809
Total Calls	**43,431**
Fire FTE's (FY 2013)	277

Police Protection (for CY 2010):

Number of Stations	3
Calls Processed*	452,237
Vehicular Patrol Units**	116
Number of Reserves	16

*Includes incoming, outgoing and 911 calls
**Marked by lights/sirens & uniformed patrol officers

Police FTE's (FY 2013) 577.5

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City Court Offenses Processed (FY 2012):

DUI	2,114
Serious Traffic	441
Other Criminal Traffic	6,348
Civil Traffic	28,498
Non-Traffic Misdemeanor	7,789
Total Citations Issued	**45,190**
Protective Orders	**2,643**

Parks and Recreation (FY 2012):

Number of Neighborhood Parks	55
Community Parks	9
Sports Complexes	4
Total Park Acreage	2,188.5
Playgrounds	97
Ramadas	144
Tennis Courts	38
Racquetball Courts	49
Basketball Courts	55
Volleyball Courts	44
Soccer/Football Fields	55
Softball Fields	54
Swimming Pools	2
Splash Pads	2
Dog Parks	3
Skate Parks	2
Reservable Ramadas	45
Area Lights	1,491
Park Benches	542
Drinking Fountains	139
Barbeques	252
Picnic Tables	716
Miles of Trails	41
Linear Feet of Multiuse Walkways	92,892

Transportation (FY 2012):

Miles of Streets Maintained	
Arterial	103
Secondary (1/2 Mile Streets)	64
Collector (1/4 Miles Streets)	151
Local	464
Alleys	20
Unpaved	0.0
Total	**802**

Water Utilities (for CY 2010):

Number of Active Customers*	59,435
Miles of System (lines)	997
Annual Consumption	13,460 M Gal
Avg. gallons/user/month	18.37 K Gal
Avg. gallons/user/year	220.4 K Gal
Available Storage Capacity	67 M Gal
Avg. Treatment Plan Capacities	
Cholla	30.0 MGD
Pyramid Peak	48.0 MGD
Oasis	12.5 MGD
Avg. Daily Water Produced	53.6 M Gal

Wastewater Utilities (for CY 2010):

Number of Active Customers	56,000
Miles of Collection Lines	710
Treatment Plant Capacities	
WAWRF	11.5 MGD
Arrowhead	4.5 MGD
SROG	13.2 MGD
Annual Wastewater Treated	6.9 B Gal

Sanitation (FY 2012):

Number of Customers	52,500

Landfill & MRF (FY 2012):

Number of Customer Transactions	120,409
Tonnage Processed	
Residential	135,269
Commercial	56,471
Recycle	11,290
Total	**203.030**

Sources: Various City of Glendale Department Records
U.S. Census

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ACRONYMS

A	
ACDC	Arizona Canal Diversion Channel
ADA	Americans with Disabilities Act
ADOT	Arizona Department of Transportation
AFB	Air Force Base
ARRA	American Recovery and Reinvestment Act
AMFP	Arizona Municipal Financing Program
A/V	Audio/Visual
AWRF	Arrowhead Water Reclamation Facility
AZSTA	Arizona Sports and Tourism Authority
B	
BofA	Bank of America
C	
CAFR	Comprehensive Annual Financial Report
CAP	Community Action Program
CD	Community Development
CDBG	Community Development Block Grant
CFD	Community Facilities Districts
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CPI-U	Consumer Price Index for Urban Users
CVB	Convention & Visitors Bureau
CY	Calendar Year
D	
DIF	Development Impact Fees
DMP	Debt Management Plan
E	
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EECBG	Energy Efficiency and Conservation Block Grant
F	
FAA	Federal Aviation Administration
FAQ	Frequently Asked Questions
FT	Full Time
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
G	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GCC	Glendale Community College
GEMS	Glendale's Exceptional Municipal Staff
GF	General Fund

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GFOA	Government Finance Officers Association
GIS	Geographic Information System
G.O.	General Obligation
GO	Glendale Onboard
H	
HALO	Helicopter Air-medical and Logistical Operations
HR	Human Resources
HUD	Department of Housing and Urban Development
HURF	Highway User Revenue Fund
I	
IGA	Intergovernmental Agreement
IGP	Intergovernmental Programs Department
IT	Information Technology
L	
LID	Local Improvement Districts
LTAF	Local Transportation Assistance Fund
M	
MGD	Million Gallons per Day
MOU	Memorandum of Understanding
MPC	Municipal Property Corporation
MRF	Material Recovery Facility
N	
NHL	National Hockey League
O	
O and M	Operational and Maintenance
OSHA	Occupational Safety and Health Administration
P	
PAYGO	Pay-As-You-Go Capital
PC	Personal Computer
PFC	Public Facilities Corporation
R	
RICO	Racketeer Influenced and Corrupt Organizations
S	
SROG	Sub-Regional Operating Group
SRP	Salt River Project
V	
VOCA	Victims of Crime Act
W	
WAWRF	Western Area Water Reclamation Facility
WIFA	Water Infrastructure Finance Authority
WRF	Water Reclamation Facility
WTP	Water Treatment Plant

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GLENDALE BUDGET DOCUMENT GLOSSARY

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This glossary provides assistance to those unfamiliar with budgeting terms and specific terms related to the Glendale financial planning process.

A

ACCRUAL BASIS OF ACCOUNTING: The most commonly used accounting method, which reports income when earned and expenses when incurred, as opposed to cash basis accounting, which reports income when received and expenses when paid.

ADOPTION: A formal action taken by the City Council which sets the spending limits for the fiscal year.

APPROPRIATION: An authorization made by the City Council which permits the city to incur obligations and expend resources.

ASSESSED VALUATION: A valuation placed upon real estate or other property by the county assessor and the state as a basis for levying taxes.

B

BALANCED BUDGET: Arizona law (Title 42 Arizona Revised Statutes) requires the City Council to annually adopt a balanced budget by purpose of public expense. The city charter also requires an annual balanced budget. The charter specifically states that "the total amounts in the budget proposed for expenditure shall not exceed the total amounts proposed for expenditure in the published estimates.

BASE BUDGET: Ongoing expenses for personnel, contractual services, and the replacement of supplies and equipment to maintain service levels for each program as authorized by the City Council.

BOND: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

> **General Obligation (GO) Bond**: This type of bond is secured by the full faith, credit, and taxing power of the municipality.
>
> **Revenue Bond**: This type of bond is secured by the revenues from a specific source such as gas taxes or water revenues.

C

CAPITAL BUDGET: The appropriation of bonds or operating revenue for improvements to city facilities which may include buildings, streets, water/sewer lines and parks.

CAPITAL IMPROVEMENT PROJECT: Non-routine capital expenditures that generally cost more than $50,000 resulting in the purchase of equipment, construction, renovation or acquisition of land, infrastructure and/or buildings with an expected useful life of at least five years. Capital improvement projects are designed to prevent the deterioration of the city's existing infrastructure, and respond to and anticipate the future growth of the city.

CARRYOVER: Year-end savings that can be carried forward to cover any one-time expenses such as supplies, equipment, or special contracts.

D

DEBT RATIO: Total debt divided by total assets. Used by finance and budget staff to assess fiscal health, internal controls, etc.

DEBT SERVICE: Principal and interest payments on outstanding bonds.

DEPRECIATION: The decline in the value of an asset due to general wear and tear or obsolescence.

DEVELOPMENT IMPACT FEE: Fees requiring new development to cover the increased cost to the city of providing new infrastructure when they construct new residential and commercial developments.

E

ENCUMBRANCE: The formal accounting recognition of commitments to expend resources in the future.

ENTERPRISE FUND: Funds that are accounted for in a manner similar to a private business. Enterprise funds are intended to be self-sufficient with all costs supported primarily by user fees. The city maintains three enterprise funds: water/sewer, landfill and sanitation.

EXPENDITURE: Represents a decrease in fund resources.

EXPENDITURE LIMITATION: An amendment to the Arizona State Constitution which limits annual expenditures of all municipalities. The Economic Estimates Commission uses actual payments of local revenues for FY 1980 as the base limit and adjusts annually for population growth and inflation. All municipalities have the option of Home Rule that requires voters to approve a four-year expenditure limit based on revenues received. Glendale citizens have approved the Home Rule Option since the inception of the expenditure limitation.

F

FISCAL YEAR (FY): The period designated by the city for the beginning and ending of financial transactions. The fiscal year for the City of Glendale begins July 1 and ends June 30.

FULL-TIME EQUIVALENT (FTE): A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE (20 hours times 52 weeks divided by 2,080 hours).

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

FUND BALANCE: A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

G

GENERAL FUND: Primary operating fund of the city. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, street and right of way maintenance, parks and recreation, planning and economic development, general administration of the city, and any other activity for which a special fund has not been created.

GOAL: A general and timeless statement created with a purpose based on the needs of the community.

GROUP: Administrative groups that consist of a number of departments and divisions that provide services. These groups include Administrative Services, Community Development, Public Works and Public Safety.

I

INFRASTRUCTURE: Facilities that support the continuance and growth of a community. Examples include roads, water lines, sewers, public buildings, parks and airports.

L

LOCAL IMPROVEMENT DISTRICT (LID): LID's are legally designated geographic areas in which a majority of the affected property owners agree to pay for one or more capital improvements through a special assessment.

O

OBJECTIVE: A measurable output that an organization strives to achieve within a designated time frame. The achievement of the objective advances an organization toward a corresponding goal.

OPERATING AND MAINENANCE (O & M) COSTS: The day-to-day operating and maintenance costs of a municipality. These costs include personnel, gas, electric utility bills, telephone expense, reproduction costs, postage and vehicle maintenance.

OPERATING BUDGET: The day-to-day costs of delivering city services.

P

PAY-AS-YOU-GO (PAYGO) CAPITAL PROJECTS: Capital projects funded by General Fund operating revenues.

PERFORMANCE MEASURES: Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

PERMANENT BASE ADJUSTMENT: An adjustment to the expenditure limitation base established by the Economics Estimate Commission (see expenditure limitation) which requires voter approval. The Glendale voters approved a permanent base adjust in the spring of 2000 which became effective with the FY 2003 budget year.

PRODUCTIVITY: A measurement of the increase/decrease of city services output compared to the per unit input cost invested.

PROGRAM: A group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility.

PROPERTY TAX: The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary tax rate.

> **Primary Tax**: Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.
>
> **Secondary Rate**: Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt.

R

RESOURCES: Total amounts available for appropriation including estimated revenues, fund transfers and beginning fund balances.

REVENUE: Financial resources received from taxes, user charges and other levels of government.

> **Actual vs. Budgeted**: Difference between the amount projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the fiscal year.

S

SALARY SAVINGS TRANSFER: A transfer of savings from salary & benefit accounts to non-salary, operational accounts like office supplies, equipment maintenance, etc. Normal employee turnover, retirements and terminations can create salary savings situations.

SECONDARY PROPERTY TAX: A tax levy restricted to the payment of principal and interest on general obligation bonds.

SERVICE LEASE: A leesor maintains and services an asset under a service lease.

SPECIAL REVENUE FUND: A fund that accounts for receipts from revenue sources that have been earmarked for specific activities and related expenditures.

STATE-SHARED REVENUE: Includes the city's portion of state sales tax revenues, state income tax receipts and Motor Vehicle In-Lieu taxes.

SUPPLEMENTAL BUDGET ALLOWANCE: This allowance provides additional personnel, equipment and related expenses which enhance the service level of a program. Supplemental increases are directed at attaining council goals or meeting increased service needs.

T

TAX LEVY: The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

TAX RATE: The amount of tax levied for each $100 of assessed valuation.

TRANSFER: Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to an Enterprise Fund.

U

USER CHARGES: The payment of a fee in direct receipt of a public service by the party who benefits from the service.

W

WORKLOAD INDICATORS: Statistical information that indicates the demands for services within a given department or division. Workload indicators are a type of performance measure utilized by departments or divisions to assess its level of service.

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FREQUENTLY ASKED QUESTIONS

The City of Glendale designed the Annual Budget to offer citizens and staff an understandable and meaningful budget document. This guide will provide assistance to those unfamiliar with Glendale's budgeting and financial planning processes.

What is a "Fiscal Year (FY)" and when does it begin and end? The City of Glendale and State of Arizona follow a Fiscal Year (FY) that starts July 1 and ends June 30. A Fiscal Year is the period designated by the city for the beginning and ending of financial transactions or a budget cycle. The "2013 Annual Budget" or "Fiscal Year 2012-13 (FY 2013)" refers to the period that begins July 1, 2012 and concludes on June 30, 2013.

What does it mean to, "adopt the budget?" Budget adoption is a formal action taken by the City Council that sets the city's priorities and spending limits for the upcoming fiscal year. The FY 2013 budget will be formally adopted by the City Council at a public meeting in June 2012, though city staff has been preparing the budget for months in advance.

How do I get involved or learn about the budget before it's adopted? At any time of the year citizens can view the city's budget online, in city libraries or at City Hall. Residents can discuss it with neighbors, city staff or Council Members. In addition, the City Council has several special Budget Workshops every March and/or April that citizens can attend, watch on KGLN cable channel 11 or borrow on videotape from Glendale's libraries.

What is meant by "budget appropriation?" Budget appropriation refers to authorizations made by the City Council that permit the city to incur obligations and expend resources. When the City Council appropriates funds, they are saying the community should, for example, spend its money on public safety, or make investments that improve the quality of life in Glendale. The city cannot spend money unless it is appropriated, and this ensures the public's money is spent according to the public's needs as expressed by the democratically elected City Council.

What are municipal bonds? A municipality, such as the City of Glendale, will sell (issue) bonds primarily to finance capital projects. This is similar to a family taking out a mortgage in order to finance a house. Just like a family, the city has basic necessities (infrastructure) like roads and office buildings, but usually does not have cash available for such major purchases. Municipal bonds are like loans that help make large, important purchases affordable. Bonds also effectively spread out the costs of major projects across their useful life, so all those citizens who utilize them can help pay for them.

What is the difference between the capital budget and the operating budget? The capital budget, or Capital Improvement Plan, is an appropriation of bonds or operating revenue for improvements to city facilities that may include buildings, parks, streets and water/sewer lines. The operating budget covers the costs of the city's day-to-day operations, such as employee salaries, supplies and contracts.

What is carryover? Carryover refers to year-end savings that can be carried forward into the next fiscal year to cover any one-time expenses such as supplies, equipment or special contracts that were budgeted for but not purchased (or paid for) in the previous fiscal year. For example, if

a piece of equipment was ordered in June (the last month in a fiscal year) but not received until July (the start of the next fiscal year), then the "savings" from the previous budget year could be used to purchase the equipment in the next budget year using carryover appropriation.

What is a debt ratio? The debt ratio is total debt divided by total assets. This is one measurement of fiscal health. If the city, or a family, owes substantially more money than the value of the things it owns or its ability to generate revenue, a dangerous financial situation exists. The lower the debt ratio, the better interest rates the city can receive when it wants to sell more bonds to finance additional capital improvements for Glendale.

What is debt service? A family's debt service is the payments they make on loans, such as a mortgage and credit cards. Principal and interest payments on outstanding bonds are referred to as debt service. Just like a family cannot skip on mortgage or credit card payments, the city must always keep up on its debt service, so this will always be a part of the city's budget.

What is an encumbrance? An encumbrance refers to the formal accounting recognition of commitments to expend resources in the future. For example, when a purchase order is issued for equipment, that funding is encumbered until delivery. Once the equipment is received, the invoice is paid and the encumbrance becomes an expense.

What is an expenditure? Expenditures represent a decrease in fund resources or, stated simply, a recorded expense.

What is an expenditure limitation or permanent base adjustment? Arizona municipalities can only spend funds up to a level specified by the State or local voters via Home Rule (see Glendale's City Charter at http://www.municode.com/resources/gateway.asp?pid=13944&sid=3). This is meant to ensure local government budgets are balanced. Glendale's voters approved Home Rule that required voters to approve a four-year expenditure limit based on actual revenues the city has received. However, in the spring of 2000, Glendale voters approved a permanent base adjustment, eliminating the need for further expenditure limitation elections.

What is a full-time equivalent position (FTE)? An FTE (1.0 FTE) refers to one or more employees working 40 hours per week, or 2,080 hours per year. For example, a part-time employee working 20 hours per week would be considered a 0.5 FTE. Two part-time employees each working 20 hours per week would be considered 1.0 FTE.

What is the definition of a budget fund? Glendale currently has 100 budget funds to help keep track of and focus resources. These include the General Fund, Transportation Fund, Sanitation Fund and Water/Sewer Fund, to name just a few. A family might use several funds, too, in order to help manage their finances and determine how close they are to reaching certain goals. For instance, a family might have a children's college fund, a retirement fund, vacation fund and household expenses fund (such as an IRA, savings and checking account). A budget fund, then, is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources. Glendale uses separate funds in order to correctly and legally track revenues and expenditures associated with that particular fund to aid with various financial reporting requirements.

What is a fund balance? Fund balance refers to the remainder or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures at the end of the fiscal year (June 30). If the city budgets (plans to spend) $15.0 million on roads next year, but only spends $14.0 million, the leftover $1.0 million would essentially become fund balance.

What does the word "group" in Glendale's budget mean? Every department belongs to an administrative group led by an Executive Director, Department Director, City Manager or Assistant City Manager. These groups include Appointed & Elected Officials, Budget & Financial Services, City Manager, Communications, Compliance & Asset Management, Development Services, Economic Development, Human Resources & Risk Management, Intergovernmental Programs, Parks, Recreation & Library Services, Neighborhood & Human Services, Public Safety, Public Works, Technology & Innovation, Transportation Services and Water Services.

What are infrastructure and capital improvements? Infrastructure and capital improvements refer to facilities that need to be in place in order to support the basic needs of residents and businesses in the community. Examples include roads, water lines, sewers, public buildings, parks and airports.

What are strategic priorities and benchmarks? Why does Glendale use them?
Strategic Priorities, developed by the City Council, are statements of community values that direct the city's operations and help demonstrate progress towards a shared vision. City staff uses these priorities to assist in program development, creating annual budget requests and building department business plans.

Benchmarks are established for each activity listed in business plans and represent a desired level of performance that demonstrates the efficient use of city resources to do the most good. City staff measures actual performance throughout the year, makes comparisons to established benchmarks, determines the causes for deviation and evaluates alternative courses of action.

What exactly is a “program” in the city budget? A program is a group of related activities performed by one or more organizational units for the purpose of accomplishing a city responsibility. For example, one program in the Field Operations Department is Street Cleaning. Based on staff’s assessment of costs and needs, the desires of citizens and the priorities of the City Council, the Field Operations Department is budgeted a set amount of money to accomplish street cleaning.

What is “assessed valuation” and how does it relate to *my taxes* and the city’s budget? Each year the Maricopa County Assessor’s Office determines the value of all property within the county, including city buildings and individual homes. These assessment values are then used as a basis for levying property taxes. The City of Glendale charges $1.9005 in property tax per $100 of assessed valuation ($0.2252 primary rate and $1.6753 secondary rate).

How much does the city receive from my property tax bill and how is it used? Primary Property tax revenue represents 2% of the city’s General Fund revenue, which is estimated at $2.6 million in this year’s budget. Secondary Property Tax, used to pay off General Obligation bonds, will generate approximately $19.3 million in FY 2013. The City of Glendale is one of

several entities that receive a portion of the property taxes residents pay, with school districts typically receiving the majority. Each year the Glendale City Council levies the property tax one week after final budget adoption.

> **Primary Tax**: Arizona law limits the primary property tax levy amount and municipalities may use revenue from this tax for any lawful purpose. Glendale's FY 2013 primary property tax rate of $0.2252 per $100 of assessed valuation is used for General Fund operations.
>
> **Secondary Tax**: Arizona does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bond debt. Glendale's FY 2013 secondary tax rate of $1.6753 per $100 of assessed valuation is used to pay debt service on General Obligation bonds.

Where does the city's revenue come from? Glendale's revenue comes from a variety of sources, including sales tax, property tax, user charges and other levels of government.

What is state-shared revenue? The state of Arizona shares a portion of its tax revenues (from sales, income and motor vehicle in-lieu taxes) with Arizona cities and towns. This funding is divided among the cities and towns using population formulas supplied by state law. These state-shared revenues comprise a large portion of most city and town budgets, including 32% of Glendale's General Fund (Fund 1000).

State-shared revenue enables local governments to continue providing basic services, such as police and fire protection, without burdening the residents with additional local taxes. Since cities and towns are not equally wealthy, state shared revenue is of great assistance, especially to cities with lesser wealth or greater service needs. Because state-shared revenue distribution is a specified percentage of state revenue collections, as state revenue declines, city revenue declines. Consequently, in difficult economic times, cities 'feel the pinch' just as the State does.

What is a budget transfer? A budget transfer moves budget appropriation between programs or funds. Transfers within funds may be done on the City Manager's authority; the City Manager is appointed by the City Council to act as the city's chief executive officer. Transfers between funds require City Council approval.

What are user charges? User charges are fees paid in direct receipt of a public service by the party who benefits from the service. Fees paid for recreation classes or leagues that citizens elect to sign up for and participate are examples of user charges.

City of Glendale
Financial Services Department
5850 West Glendale Avenue, 3rd Floor
Glendale, Arizona 85301
Phone: (623) 930-2264

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City of Glendale
Management & Budget Department
5850 West Glendale Avenue
Glendale, Arizona 85301
623-930-2264 | www.GlendaleAZ.com

RESOLUTION NO. 4586 NEW SERIES

A RESOLUTION OF THE COUNCIL OF THE CITY OF GLENDALE, MARICOPA COUNTY, ARIZONA, RATIFYING THE EXECUTION AND SUBMISSION OF THE 2012 AGENCY PLAN TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLENDALE AS FOLLOWS:

SECTION 1. That the City Council hereby ratifies the execution and submission of the City's 2012 Agency Plan. The 2012 Agency Plan is on file in the office of the City.

SECTION 2. That the City Manager or his designee is hereby authorized and directed to execute any and all agreements and documents necessary as long as the action is consistent with the approved 2012 Agency Plan.

PASSED, ADOPTED AND APPROVED by the Mayor and Council of the City of Glendale, Maricopa County, Arizona, this _____ day of _____, 2012.

_____
MAYOR

ATTEST:

_____
City Clerk (SEAL)

APPROVED AS TO FORM:

_____
City Attorney

REVIEWED BY:

_____
City Manager

hud_2012AgencyPlan.doc

CITY OF GLENDALE

Council Communication

Business-Voting Agenda

06/12/2012

TO: Honorable Mayor and City Council

FROM: Ed Beasley, City Manager
PRESENTED BY: Jim Colson, Deputy City Manager

SUBJECT: **2012 COMMUNITY HOUSING AGENCY PLAN**

Purpose

This is a request for City Council to ratify the execution and submittal of the City of Glendale's 2012 Agency Plan administered by the city's Community Housing Division to the U.S. Department of Housing and Urban Development (HUD).

Background

Federal regulation requires that all housing authorities have an Agency Plan, and that the Plan be updated and submitted to HUD annually. The Plan includes the Public Housing Five Year Capital Fund Action Plan, the PHA Five Year and Annual Plan, including the Violence Against Women Act addendum. The Plan also includes the Section 8 Administrative Plan and Public Housing Admissions and Continued Occupancy Policy, which govern the administration of the rental assistance programs.

Changes to the 2012 Agency Plan include those that are generally routine in nature and dictated by federal regulation. These 2012 Agency Plan updates will be incorporated into all associated forms, letters and other documents, and where applicable, the Community Housing Division's internal procedures. Any approved policy updates that affect the conventional public housing residents are also reflected in the conventional public housing lease document. All changes were reviewed by the Glendale City Attorney's Office and taken to the Community Development Advisory Committee for review and approval.

The receipt of the city's annual federal capital fund money is contingent upon the timely submittal and HUD's approval of the 2012 Agency Plan. Therefore, in order to ensure receipt of these funds, the Glendale Community Housing Division submitted the 2012 Agency Plan to HUD on April 13, 2012.

Community Benefit

The capital funds are used for modernization and improvements for the city's public housing communities, and to provide Glendale's most needy families with affordable housing. The city owns and operates three public housing communities that house 155 low-income families.

Public Input

On March 15, 2012, the Community Development Advisory Committee held a public hearing and subsequently unanimously recommended approval of the 2012 Agency Plan. No comments were received at the public hearing.

On January 26, 2012, a Notice of Public Hearing was published in the Glendale Star and posted on the city's website. In addition, the 2012 Agency Plan was posted in its entirety on the city's website to solicit public comments.

In January of each year, the Glendale Community Housing Division solicits input from program participants in both the Conventional Public Housing and Section 8 Housing Choice Voucher programs on the development of the agency plans.

Budget Impacts & Costs

The 2012 federal capital fund for Glendale Housing is $190,672. The Capital Fund Program Five-Year Action Plan includes this funding for modernization and improvements of the three public housing communities.

Recommendation

Waive reading beyond the title and adopt a resolution ratifying the execution and submission of the City of Glendale's 2012 Agency Plan administered by the city's Community Housing Division to Housing and Urban Development.

Horatio Skeete for

Ed Beasley
City Manager

Attachment Memorandum

DATE:	06/12/2012
TO:	Ed Beasley, City Manager
FROM:	Jim Colson, Deputy City Manager
SUBJECT:	2012 COMMUNITY HOUSING AGENCY PLAN

1. Resolution
2. Memorandum dated June 12, 2012
3. PHA 5-Year and Annual Plan – Summary of Policy Document Changes
4. Capital Fund Program – Five Year Action Plan

Community Housing Division
MEMORANDUM

GLENDALE

DATE: June 12, 2012
TO: Mayor and City Council
THROUGH: Ed Beasley, City Manager
FROM: Jim Colson, Deputy City Manager
SUBJECT: 2012 Community Housing Agency Plan

Update to Agency Plan for Fiscal Year Beginning July 2012

As required by the U.S. Department of Housing and Urban Development (HUD), the City of Glendale Community Housing Division (CHD) must have an Agency Plan and must update it annually. The 2012 Agency Plan consists of the Annual Plan, which may be utilized by small housing authorities with less than 250 public housing units, and gives basic information about the Section 8 Housing Choice Voucher and Conventional Public Housing rental assistance programs as administered in Glendale, Arizona; the Public Housing Capital Improvement Fund Five-Year Action Plan, program policy documents, the Public Housing Admissions and Continued Occupancy Policy (ACOP), and the Section 8 Administrative Plan; including the Violence Against Women Act Addendum to the 2012 Agency Plan.

Most of the contents of these documents are dictated by federal laws and regulations and are already contained in existing policies and procedures. To the extent that local discretion is allowed, it is reflected in the Agency Plan or its related documents.

This memorandum provides a summary of the major changes for the upcoming fiscal year. These documents have been revised according to regulatory requirements. Only those documents that contain revisions will be submitted to HUD.

BOTH PROGRAMS

1. **Equal Access to Housing in HUD Programs Regardless of Actual or Perceived Sexual Orientation, Gender Identity, or Marital Status**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 1.0, Fair Housing
     - Section 10.1, Preferences
   - Section 8 Administrative Plan –
     - Section 1.1, Fair Housing
     - Section 5.2, Preferences

   Summary

   Due to implementation of HUD policy to ensure that its core programs are open to all eligible individuals and families regardless of sexual orientation, gender identity or

marital status, the term "family" is reorganized to include "regardless of actual or perceived sexual orientation, gender identity or marital status." This reorganization makes explicit that perceived as well as actual sexual orientation , gender identity and marital status cannot be factors for determining eligibility for HUD-assisted housing.

2. **Required Postings**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 6.0, Required Postings
   - Section 8 Administrative Plan –
     - Section 1.8, Required Postings

Summary

To add to the list of required lobby postings, the annual Section 8 Management Assessment Program (SEMAP) and Public Housing Assessment System (PHAS) score and designation.

3. **Behavior As Reason to Deny Admission/Terminate Assistance**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 8.4.V., Grounds for Denial
     - Section 21.2, Termination by the Housing Authority
   - Section 8 Administrative Plan –
     - Section 2.4.O. Obligations of Participant
     - Section 4.9.V., Grounds for Denial
     - Section 16.2.P. and Q., Termination

Summary

Included in reasons to deny admission or terminate assistance is behavior that is threatening, abusive, or violent toward any CHD staff member, contractor, or others at any time during the admission and eligibility process or while receiving assistance.

4. **Social Security Number Requirements**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 8.2 E.1., Eligibility Criteria
     - Section 12.4, Verification of Social Security Numbers
   - Section 8 Administrative Plan –
     - Section 3.2.E.1., Eligibility Criteria
     - Section 10.4, Verification of Social Security Numbers

Summary

New family members must provide this verification prior to being added to the lease. If the new family member is under the age of six and has not been assigned a Social Security Number, the family shall have ninety (90) calendar days after starting to receive the assistance to provide a complete and accurate Social Security Number. The Housing Authority may grant one ninety (90) day extension for newly-added family members under the age of six if in its sole discretion it determines that the person's failure to comply was due

to circumstances that could not have reasonably been foreseen and was outside the control of the person or for a minor, the head of household.

5. **Caretaker for Children**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 10.9.C.13., Caretaker for Children
   - Section 8 Administrative Plan –
     - Section 6.7.C.12., Caretaker for Children

Summary

CHD will not consider a request for a caretaker if the need for the caretaker is due to criminal activity on behalf of the assisted person. CHD will request police reports and review for termination of assistance.

6. **Acceptable Verification Documentation**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 12.2., Types of Verification
   - Section 8 Administrative Plan –
     - Section 10.2, Types of Verification

Summary

In order to comply with federal program requirements to verify program eligibility and the level of assistance, Glendale Housing is required to define the types of documentation that will be accepted. Additional methods of verification are:

- Full time student status – proof of completion of semester hours required
- Guardianship of minor – Child Protective Services (CPS) letter
- Custodial parent joint custody - Legal court-ordered divorce custody agreement or other legal custody agreement, and school record proving residency.

7. **Adding a Household Member Other Than Through Birth**
   - Conventional Public Housing Continued Admissions and Occupancy Policy –
     - Section 15.6, Interim Examinations
   - Section 8 Administrative Plan –
     - Section 14.2, Interim Examinations

Summary

In order to add a household member other than through birth (including a live-in aide), the family must request that the new member be added. Birth certificates, proof of social security number and adoption, custody, or guardianship documents and school records if applicable, must be submitted. If the person being adopted is age 16 or older, a criminal background check will be performed. If the person is denied due to a criminal background, the person cannot be added to the family.

8. Change Report Submission, Required Documentation, and Interim Reexaminations

- Conventional Public Housing Continued Admissions and Occupancy Policy –
  - Section 15.7, Change Report Submission, Required Documentation
- Section 8 Administrative Plan –
  - Section 14.2.1, Change Report Submission and Required Documentation

Summary

Glendale Housing will no longer accept Change Reports unless verification documentation is attached. Families will be responsible for submittal of all required documentation. If documentation is not submitted, the request will not be processed and family will be held responsible for any subsequent overpayment of assistance due to failure to provide documentation.

Processing may take up to 45 days to complete. The family is responsible for follow up to ensure the change was received and is in process.

9. Processing Time for Interim Changes to Family Composition or Income

- Conventional Public Housing Continued Admissions and Occupancy Policy –
  - Section 15.8.B, Effective Date of Rent Changes Due to Interim Recertification:
- Section 8 Administrative Plan –
  - Section 14.3.B, Effective Date of Rent Changes Due to Interim Recertification:

Summary

Change Reports that are for increases in income will be processed with the annual recertification if they are reported within 60 days of the annual recertification date.

10. Failure to Report Household Income

- Conventional Public Housing Continued Admissions and Occupancy Policy –
  - Section 15.8.C.1.b, Effective Date of Rent Changes Due to Interim Recertification
- Section 8 Administrative Plan –
  - Section 14.3.C.1.b., Effective Date of Rent Changes Due to Interim Recertification

Summary

Federal regulations now state that CHD must terminate a family if there is unreported income more than once during assistance. In the past, CHD has looked at each instance on a case-by-case basis. This is no longer an option.

11. Home Visit for Families that Report Zero Income

- Conventional Public Housing Continued Admissions and Occupancy Policy –
  - Section 15.10, Zero Income/Insufficient income Reporting
- Section 8 Administrative Plan –
  - Section 14.5, Zero Income/Insufficient income Reporting

Summary

CHD may perform household visits to verify household income.

12. Unreported Income

- Conventional Public Housing Continued Admissions and Occupancy Policy –
  - Section 15.11, Unreported Income
  - Section 19.0, Repayment Agreements
- Section 8 Administrative Plan –
  - Section 14.6, Unreported Income
  - Section 23.0, Repayment Agreements

Summary

Families must sign a promissory note and pay as agreed to retain housing assistance. Noncompliance with any/all terms of the promissory note is cause for termination of assistance. HUD will now dictate the monthly repayment amount. CHD sets the minimum monthly payment at $10.00.

13. Inspection - Mold

- Conventional Public Housing Continued Admissions and Occupancy Policy –
  - Section 17.4, Mold
- Section 8 Administrative Plan
  - Section 12.3, Mold

Summary

In Public Housing, CHD is the landlord and is responsible for mold abatement in the units. Mold is considered a health and safety hazard and will be abated within 24 hours of detection. The cause will be considered in whether to charge the tenant for repairs, and the severity will determine if CHD will move the family to a vacant unit to allow for time to abate the mold. If the mold is tenant-caused, CHD will consider putting the family on housekeeping inspections to ensure the problem is not repeated.

In the Section 8 program, mold will also be considered a health and safety hazard, and will be issued a 24-hour notice to repair. The landlord may request additional time to repair. Depending upon the health and safety factors of the amount of mold, CHD may abate the payment and terminate the contract, and issue the family a voucher to move.

SECTION 8 HOUSING CHOICE VOUCHER ONLY

1. **Landlord Responsibilities**
- Section 8 Administrative Plan –
  - Section 2.2, Landlord Responsibilities

Summary

The landlord must attend a CHD program briefing with their tenant prior to entering into a Housing Assistance Payments Contract (HAPC). The landlord must sign the briefing checklist as acknowledgment of responsibilities.

2. **Obligations of the Participant**
- Section 8 Administrative Plan –
  - Section 2.4, Obligations of the Participant

Summary

B. – Participant must attend CHD program briefing with the landlord.

F. – On site business must have pre-approval of landlord. Family must report all gross income to CHD and provide copy of all licenses, permits, etc.

H.10. – Family must not move to another unit without CHD prior approval.

O – Threatening, abusive, violent behavior is cause for termination of assistance.

3. **Changes to Assignment of Bedroom Sizes**
- Section 8 Administrative Plan –
  - Section 6.0.C, D, and E., Assignment of Bedroom Sizes

Summary

C – Changes the age from 18 months to four (4) years for sharing a bedroom with an adult.

D – Adds that the Head of household only is considered for one bedroom. All others are two per bedroom by gender.

E – Adds that two persons of the same gender, regardless of age, will be assigned to occupy the same bedroom.

4. Option to Record Unit as a Smaller Bedroom Size

- Section 8 Administrative Plan –
  - Section 6.0.K., Assignment of Bedroom Sizes

Summary

CHD allows an owner to record a unit as a lesser bedroom size to accommodate a long-term tenant and not force a move. However, when moving to another unit, the family must choose a unit of the correct size for the family. CHD will not approve a move to a larger unit for which the family is not eligible.

5. Denial of Request to Lease a Single Family House With a Swimming Pool

- Section 8 Administrative Plan
  - Section 6.6.D., Approval to Lease a Unit
  - Section 6.9.L., Eligible/Ineligible Housing

Summary

CHD will not approve a lease and will not pay assistance for a family to rent a unit with a swimming pool, operable or not, that is not a community pool. Any pool, in-ground or above-ground on the property, must be permanently filled in with dirt or rock and brought up to ground level with the surrounding area, in a manner that would prevent any hazards and meet all local codes or ordinances.

6. Unpaid Utilities at Move Out

- Section 8 Administrative Plan –
  - Section 7.4, Damages Above and Beyond Normal Wear and Tear and Unpaid Utilities at Move Out

Summary

CHD will require proof of payment in full or a payment agreement for all tenant-paid utilities in order to complete the transfer. It is acknowledged that this information will be submitted after the move is approved; however, failure on the part of the family to meet its financial obligations for utilities whether to the landlord or the utility company is cause for termination of assistance. The family will have 30 days upon move out to provide proof of payment in full of all final utility bills for the rental unit. If the landlord pays on behalf of the tenant with the agreement that the tenant will reimburse the landlord, this will be included in damages. City water billing no longer reverts to the owner at move-out. This does not change the family responsibility toward utility payments.

7. Criminal Background Checks for all Port-In Family Members Age 16 and Older

- Section 8 Administrative Plan –
  - Section 8.3.B.2, When CHD is the Receiving Housing Authority

Summary

CHD will complete criminal background checks for all family members age 16 and older when the family "ports in" from another jurisdiction. Negative results will be cause for termination of assistance.

8. Special Purpose Vouchers and Agreements to Administer Portability

- Section 8 Administrative Plan –
  - Section 8.4, Portability for Special Purpose Vouchers

Summary

Special purpose vouchers have additional and extensive administrative requirements for which CHD does not have the staff capacity to administer. When a family utilizing a special purpose voucher (Veterans Affairs Supportive Housing (VASH), Family Unification Program (FUP), etc.,) wishes to exercise portability and move into Glendale, CHS will consider entering into a Memorandum of Agreement with the initial housing authority to allow the initial to continue to administer the voucher, to relieve CHD of excessive administrative requirements, while still allowing the family to reside in Glendale.

9. Processing Annual Recertifications with Fair Market Rent (FMR) Change

- Section 8 Administrative Plan –
  - Section 11.4, Maximum Subsidy

Summary

CHD will not perform interim examinations for any recertifications completed before the published or effective date of the new Fair Market Rent (FMR). Example – A November recertification is completed October 2, and the FMR rate is published October 3 effective October 1. CHD will not complete an interim as the recertification was completed prior to the published date.

10. Selecting the Correct Payment Standard for a Family

- Section 8 Administrative Plan –
  - Section 11.4.2.C., Selecting the Correct Payment Standard for a Family

Summary

If there is a change in ownership of a rental unit, or if the landlord is requiring a new lease at the first regular reexamination, CHD will prepare a new Housing Assistance Payment Contract (HAPC). If there is also a decrease in the payment standard amount at this time, CHD will determine the payment standard for the family. The new payment

standard will be applied at the first regular reexamination instead of applying the two-year rule.

11. Ownership/Change in Ownership

- Section 8 Administrative Plan –
  - Section 11.8, Change in Ownership

Summary

Owners may designate a payee, such as a property management company, however CHD will require a letter from the owner giving permission to assign an alternate payee. The 1099 will be issued to the owner of record.

12. Inspection Scheduling

- Section 8 Administrative Plan –
  - Section 12.2.B.1.c, Owner and Family Responsibility
  - Section 12.2.C, Initial Inspection Unit Condition and Utilities
  - Section 12.7.A, Correcting Initial HQS Fail Items
  - Section 12.7.B, HQS Fail Items for Units under Contract
  - Section 12.7.D., Extensions
  - Section 12.7.E, Notice for Emergency Fail Items

Summary

Family considered in breach if the family fails to reasonably allow the landlord, the landlord's agent or contractor into the unit to complete repairs.

For an initial inspection, all utilities must be turned on in the unit for the inspection. If the inspector enters the unit and finds any or all of the utilities are off, the inspection will cease and the remainder of the unit will not be inspected.

No more than two inspections will be conducted for any reason. If the family misses the scheduled inspection CHD will only schedule one more inspection. If the family misses two inspections, CHD will consider the family to have violated a Family Obligation, and their assistance will be terminated. If a landlord misses two scheduled inspections, the payment will be abated and the contract will be terminated, and the family will be given a voucher to move.

If the landlord is not present at the time of the failed inspection, the landlord relinquishes the right to dispute any part of the failed inspection.

For an initial inspection, all landlord documents must be correctly submitted prior to the scheduling of the inspection. If the unit fails an initial inspection, the family will be given the option to wait for the repairs or find another suitable unit. There will be no extension of the voucher given to wait for repairs and CHD cannot force a landlord to correct failed items for an initial inspection. The family's delay will not be cause for CHD to consider their move as a priority in scheduling.

CHD will not grant landlord extensions to repair past 45 days, as the assisted family cannot be reasonably expected to remain in a unit that requires a longer period of time for repair. Appropriate extensions will be granted if a severe weather condition exists for such items as exterior painting and outside concrete work for porches, steps, and sidewalks, or if the owner is diligently working to correct a defect that does not negatively affect the family's ability to comfortably reside in the unit.

CHD will not complete annual or special inspections on Friday or the day before a holiday as we will not be able to reinspect within 24 hours.

13. Abatement of Contract Due to Inspection Fail

- Section 8 Administrative Plan –
  - Section 12.9, Abatement

Summary

The rent for the dwelling unit will be abated the day after the unit fails the reinspection, or the deadline the owner was given to schedule the reinspection. Upon failure of the owner to correct the deficiencies within the specified timeframe, a Notice of Abatement and Termination of Contract will be sent to the owner stating the reason for the termination. The Notice will also set forth the effective date of the payment abatement, and will serve as the 30-day notice stating that the HAP contract will be terminated 30 days from the date of the abatement. If the 30-day notice falls in the middle of the month, the contract will terminate at the end of that month.

CHD will schedule a re-inspection within five business days from the date requested.

Abatement will be lifted the day the unit passes the re-inspection, and the rent payment will be issued the first day of the following month.

At the time CHD provides the owner with the Notice of Abatement and Termination of Contract, CHD will also advise the family that if deficiencies are not corrected by the owner within the timeframe given by CHD, the family may be issued a voucher to move. (not a procedure change, just clarified in the policy.)

14. Family Composition Changes/Adding A Family to A Family

- Section 8 Administrative Plan –
  - Section 14.2.A.7 and 14.2.A.8, Interim Reexaminations, Family Composition Changes

Summary

When a Section 8-assisted family is allowed to add persons to the household, it could require a larger unit as well as increased financial assistance. Placing controls on when to allow the addition of persons to a household will assist CHD in controlling costs while being able to assist more families.

- A family will not receive approval to add a separate family (consisting of two or more persons) to the household, or if adding a single person will cause an increase to the

number of bedrooms needed. Exceptions are for live-in aide or other reasonable accommodation requests, adoption, custody or long-term guardianship.

- Persons of any age will not be approved who:
  - Have been evicted from public housing or Section 8,
  - Have previously violated a family program obligation or have committed an act that would cause termination of assistance,
  - Have committed drug-related criminal activity, violent criminal activity or criminal activity,
  - Have committed fraud, bribery, or any other corrupt or criminal act in connection with any federal housing program,
  - Owe rent or other amounts to CHD or to another housing authority or landlord under any rental assistance program,
  - Have been removed previously from the household, or from any other assisted household. If the person was removed for criminal activity, or non-compliance with the lease, federal program rules, local policy, or to avoid termination of assistance, the addition will be denied, whether essential or not.

15. Landlord Approval Prior to Requesting to Add a Person to the Household

- Section 8 Administrative Plan –
  - Section 14.2.B, Landlord Approval

Summary

Before any request will be processed, the family must provide a letter from the landlord agreeing to add the person. These are two separate actions. One approval does not constitute approval by the other.

16. Cost Saving Possibilities

- Section 8 Administrative Plan –
  - Section 18.1, Termination of Contracts Due to Insufficient Funding
  - Section 28.C., Cost Saving Possibilities

Summary

If current Section 8 families must be terminated due to insufficient program funding, when financially feasible, CHD will implement a reinstatement process based on date of original application and preferences at time of reinstatement.

CHD will deny portable moves to a higher cost area outside of Glendale. In order to do this, CHD will complete a financial analysis and notify HUD of the intent to deny moves. CHD will not pull from the waiting list during this time and will notify the denied family that the request to move will remain active for six months. After that time, the family will lose the right to portability and CHD may continue to pull names from the waiting list to issue vouchers, if financially prudent to do so. Requests for reasonable accommodation will continue to be evaluated.

CONVENTIONAL PUBLIC HOUSING PROGRAM ONLY

1. **Pet Policy Weight Limit**
   - Conventional Public Housing Continued Admissions and Occupancy Policy
     - Section 18.4, Types, Size, and Number of Pets

   Summary

   To add that common household pets do not include exotics, insects, or arachnids (tarantulas), and the maximum weight at adulthood cannot exceed 30 pounds. Proof must be submitted before any animal will be allowed to be moved into a unit.

2. **Public Housing Capital Fund Five-Year Plan**
   - Agency Plan Annual Plan attachment

   Summary

   The Capital Fund Program Five-Year Action Plan sets out the plan for public housing capital improvement expenditures for the next five years. The list is of planned Capital Fund projects along with the funding amounts allocated to each project.

3. **Declaration of Trust**
   - HUD form separate from Agency Plan packet. This form is not submitted to HUD, however it must be current and available in case of audit.

   Summary

   All public housing acquired, developed, maintained, or assisted with funds under the U.S. Housing Act of 1937 must have a U.S. Department of Housing and Urban Development (HUD) Declaration of Trust recorded against the property with the local Recorder's Office. The Declaration of Trust is a legal instrument that grants HUD an interest in public housing properties. It also provides public notice that the property must be operated in accordance with federal public housing rules and requirements. The Declaration of Trust automatically extends HUD's financial interest in the properties by one year, every year that the city accepts federal capital funds. The filing of the Declaration of Trust will ensure that the city is in compliance with the federal regulations that enable the city to remain eligible to receive the capital funds that make it possible to operate and maintain the city-owned public housing communities.

AGENCY PLAN TEMPLATE, FORM HUD 50075

1. **PHA Plan Update**
   - PHA 5-Year and Annual Plan, form HUD 50075
     - Section 6.0 Revised Plan elements

   Summary

   Changes to Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures; Financial Resources; Rent Determination; Operation and Management; Grievance Procedures; Designated Housing for Elderly and Disabled Families; Community

Service and Self-Sufficiency; Safety and Crime Prevention; Pets; Fiscal Year Audit; Asset Management; and Violence Against Women Act (VAWA) will be included in Section 6.0.

2. Significant Substantial Deviation from the 5-Year Plan/ Significant Amendment or Modification to the Annual Plan

- PHA 5-Year and Annual Plan, form HUD 50075
  - Section 10.0 (b), Significant Substantial Deviation from the 5-Year Plan/ Significant Amendment or Modification to the Annual Plan

Summary

Any cost saving measures outlined in the Section 8 Administrative Plan, are not considered a significant substantial deviation from the 5-Year Plan. When economic changes force necessary changes to HUD funding, CHD must be able to quickly respond in order to maintain expected levels of assistance. The cost savings are listed in the Administrative Plan, Section 28.0.

Also, additional or continued funding that requires an Annual Contributions Contract Amendment is not considered a significant amendment to the program, if the funding increase is automatic and/or for a program or grant already in place. HUD will increase or decrease funding levels based on the federal budget and/or pro-rated levels of funding, as determined by the HUD Secretary at any time during the calendar or fiscal year. HUD does not require board approval to accept additional funds or for the housing authority to received reduced amounts.

Any cost saving measures outlined in the Section 8 Administrative Plan, are not considered significant amendments or modifications to the Annual Plan.

PHA 5-Year and Annual Plan	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires 4/30/2011

1.0 PHA Information
PHA Name: _City of Glendale Community Housing Division_____ PHA Code: ___AZ003_____
PHA Type: ☒ Small ☒ High Performing ☐ Standard ☐ HCV (Section 8)
PHA Fiscal Year Beginning: (MM/YYYY): ___07/01/2012____

2.0 Inventory (based on ACC units at time of FY beginning in 1.0 above)
Number of PH units: _____155_____ Number of HCV units: ____1054_____

3.0 Submission Type
☐ 5-Year and Annual Plan ☒ Annual Plan Only ☐ 5-Year Plan Only

4.0 PHA Consortia ☐ PHA Consortia: (Check box if submitting a joint Plan and complete table below.)

Participating PHAs	PHA Code	Program(s) Included in the Consortia	Programs Not in the Consortia	No. of Units in Each Program	
				PH	HCV
PHA 1:					
PHA 2:					
PHA 3:					

5.0 5-Year Plan. Complete items 5.1 and 5.2 only at 5-Year Plan update.

5.1 Mission. State the PHA's Mission for serving the needs of low-income, very low-income, and extremely low income families in the PHA's jurisdiction for the next five years:

5.2 Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

PHA Plan Update

(a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:
Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures – Enhance definition for equal access to housing in HUD programs regardless of actual or perceived sexual orientation, gender identity, or marital status; threatening, abusive or violent behavior as a reason to deny admission or terminate assistance.
Operation and Management –
To clarify social security number requirements for new family member under the age of six years; to update types of verification documentation accepted for full-time students status, guardianship of minor, and custodial parent joint custody, and to add a person to a household other than through birth; limitations on persons considered as caretaker for minors; define family responsibility for submission and verification for Change Report and timeframe for processing interim reexaminations; Change Reports for income increases submitted within 60 days of the annual recertification date will be processing with the annual; for promissory notes, noncompliance with the terms of the note and/or second instance of unreported income will be cause to terminate assistance. And to set the minimum monthly repayment at $10.00; CHD may perform household visit to verify zero income reporting; mold inspection and correction requirements set for both programs; to require Section 8 landlords and their tenant must attend a program briefing at the CHD office, both must sign the briefing checklist to acknowledge responsibilities; family must have preapproval of landlord for on-site business, all gross income must be reported to CHD and provide of a copy of all required licenses, permits, etc., family must not move without CHD prior approval; changes to assignment of bedroom sizes to 4 years of age from 18 months as age to share a room with adult, only head of household gets one bedroom, all others are two per room by gender; family must choose unit of correct size at unit transfer; Section 8 assisted families cannot choose a unit with a swimming pool unless the pool is for community use, any pool must be permanently removed and the property is not hazardous/meets codes/ordinances, etc; unpaid utilities at move out will be considered damages, family must provide proof of payment in full for any/all utilities that are tenant responsibility; criminal background checks will be performed for all port in family members over the age of 16 years and the family will be subject to same termination standards as Glendale voucher holders; in order to allow portable freedom of choice, CHD may enter into agreement with local initial HA regarding administration of special voucher port-in, if admin requirements are outside of CHD authority or capacity; CHD will not perform interims for annual recerts processed before the effective or published date of any new FMR; new PS will be used to calculated HAP if change in ownership requires a new lease at the first annual recert; CHD will require letter from owner giving permission to assign alternate payee and CHD will issue 1099 to owner; updates inspection scheduling to include tenant must allow landlord or agent to enter unit to complete repairs upon receipt of reasonable notice, all utilities must be on for initials, no more than two inspections will be conducted for any reason, if landlord is not present, relinquishes right to dispute results, all landlord documents must be submitted and correct before inspection will be scheduled, if initial fails, the family will be given option to wait or find another unit, family delay due to family choice to wait for repairs will not be cause to consider their move as a scheduling priority, no landlord repair extension past 45 days unless it does not affect the family's ability to comfortably reside in the unit, no special or annual inspection on Friday or the day before a holiday; contact abatement due to inspection fail will be the day after the second failed inspection, reinspection requests will be scheduled within 5 days from the date of the request by owner, abatement lifted the day the unit passes and the payment will be issued the first day of the following month; policy clarification that family will be notified of abatement and possible contract termination at time of abatement and what that means to the family; enhance controls on adding a person to the family to clearly define "adding a family to a family", will not add if it increases bedroom size, persons of any age who have been previously evicted from assisted housing, violated a family obligation or committed an act that would cause termination, drug-related violent or criminal activity, fraud, bribery or any corrupt or criminal act in connection with federal housing programs, owes rent or other amounts to any HA or landlord, has been previous removed from household for above listed activity or to avoid termination of assistance, whether essential or not; must have landlord approval to add a person before CHD will consider; to cost saving possibilities, how to reinstate Section 8 families terminated due to insufficient funding; Capital Fund Five-Year Plan, Declaration of Trust.
Pets – to add exotics, insects or arachnids are not common household pets and to limit the weight to 30 pounds at adulthood.

6.0

Financial Resources-

Sources	Dollar Amount	Comments
Federal Grants Estimated - 2012-13		
- Public Housing Operating Funds	$437,803	
- Public Housing Capital Fund	$190,672	See Five Year CFP
- Annual Contrib. for Sec. 8 Tenant-Based Assist.		
a) Housing Assistance Payment	$8,135,925	
b) Administrative Funding	$877,876	Admin Fee & Portability AF
- Community Development Block Grant	$166,604	Public Housing Improvements
Public Housing Dwelling Rental Income	$300,000	Public Housing Improvements & Administrative Costs
Other Income - City of Glendale	$307,000	Public Housing Improvements & Administrative Costs
Other Income	$12,000	Administrative Costs - other
Portability Income	$4,400,000	Administering port-in vouchers
Total Resources	**$14,827,880**	

Fiscal Year Audit findings - none

(b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions. The Annual PHA Plan may be obtained on the City of Glendale website at www.glendaleaz.com, and at the Glendale Community Housing Administrative Offices located at 6842 N.61st Avenue, Glendale, AZ

7.0 **Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers.** *Include statements related to these programs as applicable.*

8.0	**Capital Improvements.** Please complete Parts 8.1 through 8.3, as applicable.
8.1	**Capital Fund Program Annual Statement/Performance and Evaluation Report.** As part of the PHA 5-Year and Annual Plan, annually complete and submit the *Capital Fund Program Annual Statement/Performance and Evaluation Report,* form HUD-50075.1, for each current and open CFP grant and CFFP financing.
8.2	**Capital Fund Program Five-Year Action Plan.** As part of the submission of the Annual Plan, PHAs must complete and submit the *Capital Fund Program Five-Year Action Plan,* form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.
8.3	**Capital Fund Financing Program (CFFP).** ☐ Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.
9.0	**Housing Needs**. Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and Section 8 tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.

9.1	**Strategy for Addressing Housing Needs**. Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **Note: Small, Section 8 only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.**
10.0	**Additional Information**. Describe the following, as well as any additional information HUD has requested. **(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA's progress in meeting the mission and goals described in the 5- Year Plan.** (b) **Significant Substantial Deviation from the 5-Year Plan** Shall be defined as a collective change in the Glendale Community Housing Division's 5-Year Plan including Capital Fund use that would impact the Division's ability to meet the goals and objectives outlined in the 5-Year Plan or its ability to provide decent, safe and sanitary housing. -Any cost savings measures outlined in the Section 8 Administrative Plan are not considered a significant substantial deviation from the 5-Year Plan. **-Significant Amendment or Modification to the Annual Plan** Shall be defined as a change of a significant nature to the rent, admissions policy, or waiting list, not set forth by federal regulatory requirements, which would result in a change to the Annual Plan. Additional or continued funding that requires an ACC is not considered a significant amendment to the program, if the funding increase is automatic and/or for a program or grant already in place. -Any cost saving measures outlined in the Section Administrative Plan are not considered significant amendments or modification to the Annual Plan.

11.0	**Required Submission for HUD Field Office Review**. In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. **Note:** Faxed copies of these documents will not be accepted by the Field Office. (a) Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations* (which includes all certifications relating to Civil Rights) (b) Form HUD-50070, *Certification for a Drug-Free Workplace* (PHAs receiving CFP grants only) (c) Form HUD-50071, *Certification of Payments to Influence Federal Transactions* (PHAs receiving CFP grants only) (d) Form SF-LLL, *Disclosure of Lobbying Activities* (PHAs receiving CFP grants only) (e) Form SF-LLL-A, *Disclosure of Lobbying Activities Continuation Sheet* (PHAs receiving CFP grants only) (f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations. (g) Challenged Elements (h) Form HUD-50075.1, *Capital Fund Program Annual Statement/Performance and Evaluation Report* (PHAs receiving CFP grants only) (i) Form HUD-50075.2, *Capital Fund Program Five-Year Action Plan* (PHAs receiving CFP grants only)

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced 5-Year and Annual PHA Plans. The 5-Year and Annual PHA plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission and strategies for serving the needs of low-income and very low-income families. This form is to be used by all PHA types for submission of the 5-Year and Annual Plans to HUD. Public reporting burden for this information collection is estimated to average 12.68 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Act Notice. The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality

Instructions form HUD-50075

Applicability. This form is to be used by all Public Housing Agencies (PHAs) with Fiscal Year beginning April 1, 2008 for the submission of their 5-Year and Annual Plan in accordance with 24 CFR Part 903. The previous version may be used only through April 30, 2008.

1.0 PHA Information
Include the full PHA name, PHA code, PHA type, and PHA Fiscal Year Beginning (MM/YYYY).

2.0 Inventory
Under each program, enter the number of Annual Contributions Contract (ACC) Public Housing (PH) and Section 8 units (HCV).

3.0 Submission Type
Indicate whether this submission is for an Annual and Five Year Plan, Annual Plan only, or 5-Year Plan only.

4.0 PHA Consortia
Check box if submitting a Joint PHA Plan and complete the table.

5.0 Five-Year Plan
Identify the PHA's Mission, Goals and/or Objectives (24 CFR 903.6). Complete only at 5-Year update.

5.1 Mission. A statement of the mission of the public housing agency for serving the needs of low-income, very low-income, and extremely low-income families in the jurisdiction of the PHA during the years covered under the plan.

5.2 Goals and Objectives. Identify quantifiable goals and objectives that will enable the PHA to serve the needs of low income, very low-income, and extremely low-income families.

6.0 PHA Plan Update. In addition to the items captured in the Plan template, PHAs must have the elements listed below readily available to the public. Additionally, a PHA must:

(a) Identify specifically which plan elements have been revised since the PHA's prior plan submission.

(b) Identify where the 5-Year and Annual Plan may be obtained by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central off ice of the PHA. PHAs are strongly encouraged to post complete PHA Plans on its official website. PHAs are also encouraged to provide each resident council a copy of its 5-Year and Annual Plan.

PHA Plan Elements. (24 CFR 903.7)

1. **Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures.** Describe the PHA's policies that govern resident or tenant eligibility, selection and admission including admission preferences for both public housing and HCV and unit assignment policies for public housing; and procedures for maintaining waiting lists for admission to public housing and address any site-based waiting lists.

2. **Financial Resources.** A statement of financial resources, including a listing by general categories, of the PHA's anticipated resources, such as PHA Operating, Capital and other anticipated Federal resources available to the PHA, as well as tenant rents and other income available to support public housing or tenant-based assistance. The statement also should include the non-Federal sources of funds supporting each Federal program, and state the planned use for the resources.

3. **Rent Determination.** A statement of the policies of the PHA governing rents charged for public housing and HCV dwelling units.

4. **Operation and Management.** A statement of the rules, standards, and policies of the PHA governing maintenance management of housing owned, assisted, or operated by the public housing agency (which shall include measures necessary for the prevention or eradication of pest infestation, including cockroaches), and management of the PHA and programs of the PHA.

5. **Grievance Procedures.** A description of the grievance and informal hearing and review procedures that the PHA makes available to its residents and applicants.

6. **Designated Housing for Elderly and Disabled Families.** With respect to public housing projects owned, assisted, or operated by the PHA, describe any projects (or portions thereof), in the upcoming fiscal year, that the PHA has designated or will apply for designation for occupancy by elderly and disabled families. The description shall include the following information: **1)** development name and number; **2)** designation type; **3)** application status; **4)** date the designation was approved, submitted, or planned for submission, and; **5)** the number of units affected.

7. **Community Service and Self-Sufficiency.** A description of: **(1)** Any programs relating to services and amenities provided or offered to assisted families; **(2)** Any policies or programs of the PHA for the enhancement of the economic and social self-sufficiency of assisted families, including programs under Section 3 and FSS; **(3)** How the PHA will comply with the requirements of community service and treatment of income changes resulting from welfare program requirements. **(Note: applies to only public housing).**

8. **Safety and Crime Prevention.** For public housing only, describe the PHA's plan for safety and crime prevention to ensure the safety of the public housing residents. The statement must include: (i) A description of the need for measures to ensure the safety of public housing residents; (ii) A description of any crime prevention activities conducted or to be conducted by the PHA; and (iii) A description of the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities.

9. **Pets.** A statement describing the PHAs policies and requirements pertaining to the ownership of pets in public housing.

10. **Civil Rights Certification.** A PHA will be considered in compliance with the Civil Rights and AFFH Certification if: it can document that it examines its programs and proposed programs to identify any impediments to fair housing choice within those programs; addresses those impediments in a reasonable fashion in view of the resources available; works with the local jurisdiction to implement any of the jurisdiction's initiatives to affirmatively further fair housing; and assures that the annual plan is consistent with any applicable Consolidated Plan for its jurisdiction.

11. **Fiscal Year Audit.** The results of the most recent fiscal year audit for the PHA.

12. **Asset Management.** A statement of how the agency will carry out its asset management functions with respect to the public housing inventory of the agency, including how the agency will plan for the long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs for such inventory.

13. **Violence Against Women Act (VAWA).** A description of: **1)** Any activities, services, or programs provided or offered by an agency, either directly or in partnership with other service providers, to child or adult victims of domestic violence, dating violence, sexual assault, or stalking; **2)** Any activities, services, or programs provided or offered by a PHA that helps child and adult victims of domestic violence, dating violence, sexual assault, or stalking, to obtain or maintain housing; and **3)** Any activities, services, or programs provided or offered by a public housing agency to prevent domestic violence, dating violence, sexual assault, and stalking, or to enhance victim safety in assisted families.

7.0 Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers

(a) Hope VI or Mixed Finance Modernization or Development. **1)** A description of any housing (including project number (if known) and unit count) for which the PHA will apply for HOPE VI or Mixed Finance Modernization or Development; and **2)** A timetable for the submission of applications or proposals. The application and approval process for Hope VI, Mixed Finance Modernization or Development, is a separate process. See guidance on HUD's website at: http://www.hud.gov/offices/pih/programs/ph/hope6/index.cfm

(b) Demolition and/or Disposition. With respect to public housing projects owned by the PHA and subject to ACCs under the Act: **(1)** A description of any housing (including project number and unit numbers [or addresses]), and the number of affected units along with their sizes and accessibility features) for which the PHA will apply or is currently pending for demolition or disposition; and **(2)** A timetable for the demolition or disposition. The application and approval process for demolition and/or disposition is a separate process. See guidance on HUD's website at: http://www.hud.gov/offices/pih/centers/sac/demo_dispo/index.cfm
Note: This statement must be submitted to the extent **that approved and/or pending** demolition and/or disposition has changed.

(c) Conversion of Public Housing. With respect to public housing owned by a PHA: **1)** A description of any building or buildings (including project number and unit count) that the PHA is required to convert to tenant-based assistance or that the public housing agency plans to voluntarily convert; **2)** An analysis of the projects or buildings required to be converted; and **3)** A statement of the amount of assistance received under this chapter to be used for rental assistance or other housing assistance in connection with such conversion. See guidance on HUD's website at: http://www.hud.gov/offices/pih/centers/sac/conversion.cfm

(d) Homeownership. A description of any homeownership (including project number and unit count) administered by the agency or for which the PHA has applied or will apply for approval.

(e) Project-based Vouchers. If the PHA wishes to use the project-based voucher program, a statement of the projected number of project-based units and general locations and how project basing would be consistent with its PHA Plan.

8.0 Capital Improvements. This section provides information on a PHA's Capital Fund Program. With respect to public housing projects owned, assisted, or operated by the public housing agency, a plan describing the capital improvements necessary to ensure long-term physical and social viability of the projects must be completed along with the required forms. Items identified in 8.1 through 8.3, must be signed where directed and transmitted electronically along with the PHA's Annual Plan submission.

8.1 Capital Fund Program Annual Statement/Performance and Evaluation Report. PHAs must complete the *Capital Fund Program Annual Statement/Performance and Evaluation Report* (form HUD-50075.1), for each Capital Fund Program (CFP) to be undertaken with the current year's CFP funds or with CFFP proceeds. Additionally, the form shall be used for the following purposes:

(a) To submit the initial budget for a new grant or CFFP;

(b) To report on the Performance and Evaluation Report progress on any open grants previously funded or CFFP; and

(c) To record a budget revision on a previously approved open grant or CFFP, e.g., additions or deletions of work items, modification of budgeted amounts that have been undertaken since the submission of the last Annual Plan. The Capital Fund Program Annual Statement/Performance and Evaluation Report must be submitted annually.

Additionally, PHAs shall complete the Performance and Evaluation Report section (see footnote 2) of the *Capital Fund Program Annual Statement/Performance and Evaluation* (form HUD-50075.1), at the following times:

1. At the end of the program year; until the program is completed or all funds are expended;

2. When revisions to the Annual Statement are made, which do not require prior HUD approval, (e.g., expenditures for emergency work, revisions resulting from the PHAs application of fungibility); and

3. Upon completion or termination of the activities funded in a specific capital fund program year.

8.2 Capital Fund Program Five-Year Action Plan

PHAs must submit the *Capital Fund Program Five-Year Action Plan* (form HUD-50075.2) for the entire PHA portfolio for the first year of participation in the CFP and annual update thereafter to eliminate the previous year and to add a new fifth year (rolling basis) so that the form always covers the present five-year period beginning with the current year.

8.3 Capital Fund Financing Program (CFFP). Separate, written HUD approval is required if the PHA proposes to pledge any

portion of its CFP/RHF funds to repay debt incurred to finance capital improvements. The PHA must identify in its Annual and 5-year capital plans the amount of the annual payments required to service the debt. The PHA must also submit an annual statement detailing the use of the CFFP proceeds. See guidance on HUD's website at: http://www.hud.gov/offices/pih/programs/ph/capfund/cffp.cfm

9.0 Housing Needs. Provide a statement of the housing needs of families residing in the jurisdiction served by the PHA and the means by which the PHA intends, to the maximum extent practicable, to address those needs. **(Note:** Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).

9.1 Strategy for Addressing Housing Needs. Provide a description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **(Note:** Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).

10.0 Additional Information. Describe the following, as well as any additional information requested by HUD:

(a) Progress in Meeting Mission and Goals. PHAs must include (i) a statement of the PHAs progress in meeting the mission and goals described in the 5-Year Plan; (ii) the basic criteria the PHA will use for determining a significant amendment from its 5-year Plan; and a significant amendment or modification to its 5-Year Plan and Annual Plan. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**

(b) Significant Amendment and Substantial Deviation/Modification. PHA must provide the definition of "significant amendment" and "substantial deviation/modification". **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan.)**

(c) PHAs must include or reference any applicable memorandum of agreement with HUD or any plan to improve performance. **(Note: Standard and Troubled PHAs complete annually).**

11.0 Required Submission for HUD Field Office Review. In order to be a complete package, PHAs must submit items (a) through (g), with signature by mail or electronically with scanned signatures. Items (h) and (i) shall be submitted electronically as an attachment to the PHA Plan.

(a) Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations*

(b) Form HUD-50070, *Certification for a Drug-Free Workplace* **(PHAs receiving CFP grants only)**

(c) Form HUD-50071, *Certification of Payments to Influence Federal Transactions* **(PHAs receiving CFP grants only)**

(d) Form SF-LLL, *Disclosure of Lobbying Activities* **(PHAs receiving CFP grants only)**

(e) Form SF-LLL-A, *Disclosure of Lobbying Activities Continuation Sheet* **(PHAs receiving CFP grants only)**

(f) Resident Advisory Board (RAB) comments.

(g) Challenged Elements. Include any element(s) of the PHA Plan that is challenged.

(h) Form HUD-50075.1, ***Capital Fund Program Annual Statement/Performance and Evaluation Report*** **(Must be attached electronically for PHAs receiving CFP grants only).** See instructions in 8.1.

(i) Form HUD-50075.2, *Capital Fund Program Five-Year Action Plan* **(Must be attached electronically for PHAs receiving CFP grants only).** See instructions in 8.2.

Part I: Summary

PHA Name/Number Glendale Housing Authority			Locality (City/County & State)Glendale/Maricopa/Arizona		☒Original 5-Year Plan ☐Revision No:	
A.	Development Number and NameAZ003000001	Work Statement for Year 1 FFY ____2012___	Work Statement for Year 2 FFY _____2013_____	Work Statement for Year 3 FFY _____2014_____	Work Statement for Year 4 FFY _____2015_____	Work Statement for Year 5 FFY _____2016_____
B.	Physical Improvements Subtotal	Annual Statement	$204,650	$200,500	$189,000	$205,000
C.	Management Improvements		$5,350	$4,500	$10,000	$ 5,000
D.	PHA-Wide Non-dwelling Structures and Equipment					
E.	Administration		$10,000	$10,000	$10,000	$10,000
F.	Other			$5,000	$11,000	
G.	Operations		$30,000	$30,000	$30,000	$30,000
H.	Demolition					
I.	Development					
J.	Capital Fund Financing – Debt Service					
K.	Total CFP Funds		$250,000	$250,000	$250,000	$250,000
L.	Total Non-CFP Funds					
M.	Grand Total		$250,000	$250,000	$250,000	$250,000

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/20011

Part I: Summary (Continuation)

PHA Name/Number			Locality (City/county & State)		☐Original 5-Year Plan ☐Revision No:	
A.	Development Number and Name	Work Statement for Year 1 FFY _____	Work Statement for Year 2 FFY _____	Work Statement for Year 3 FFY _____	Work Statement for Year 4 FFY _____	Work Statement for Year 5 FFY _____
		Annual Statement				

Part II: Supporting Pages – Physical Needs Work Statement(s)

Work Statement for Year 1 FFY __2012____	Work Statement for Year ____2_____ FFY _2013_____			Work Statement for Year: ___3_____ FFY _____2014_____		
	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	**AZ003000001**			**AZ003000001**		
	PHA WIDE WORK ITEMS			**PHA WIDE WORK ITEMS**		
	Heating & Cooling	14	$70,000	Heating & Cooling	10	$ 50,000
	Interior & Exterior Doors	40	$22,500	Replace Windows / Screens	541	$120,875
	Replace Security Doors & Frames	40	$10,500	Kitchen Remodel	2	$ 20,000
	Replace Security Window Screens	246	$29,800	Dryers	11	$ 4,125
	Wall/Ceiling Light Fixtures/Smoke Detectors	136	$11,560	Washers	11	$ 5,500
	Water Heaters	20	$ 6,500			
	Garbage Disposals	33	$ 4,125			
	Stoves	33	$19,800			
	Refrigerators	33	$26,400			
	Range Hoods	33	$ 3,465			
	Subtotal of Estimated Cost		$204,650	Subtotal of Estimated Cost		$ $200,500

Part II: Supporting Pages – Physical Needs Work Statement(s)

Work Statement for Year 1 FFY ___2012___	Work Statement for Year ____4_____ FFY _____2015_____			Work Statement for Year: _____5_____ FFY ____2016		
	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	AZ003000001			AZ003000001		
	PHA WIDE WORK ITEMS			PHA WIDE WORK ITEMS		
	Roof Replacement Or Repair	1	$ 50,000	Landscape Irrigation Repair & Replacement	1	$20,000
	Flooring	18	$ 58,000	Kitchen Remodel	2	$20,000
	Landscaping/Tree Trimming/Removal	3	$ 10,000	Masonry Repair and Replacement	3	$10,000
	Electrical Panels/Wiring	1	$ 48,000	Xeriscaping	1	$70,000
	Plumbing Replacement & Repair	1	$ 23,000	Common Area Maintenance and Improvements / Picnic Benches, Tables, BBQs	3	$10,000
				Sidewalk Repair and Installation	1	$25,000
				Roof Replacement and Repairs	1	$50,000
	Subtotal of Estimated Cost		$189,000	Subtotal of Estimated Cost		$205,000

Part III: Supporting Pages – Management Needs Work Statement(s)

Work Statement for Year 1 FFY 2012	Work Statement for Year 2 FFY 2013		Work Statement for Year: 3 FFY 2014	
	Development Number/Name General Description of Major Work Categories	Estimated Cost	Development Number/Name General Description of Major Work Categories	Estimated Cost
See Annual Statement	AZ003000001		AZ003000001	
	PHA WIDE WORK ITEMS		PHA WIDE WORK ITEMS	
	General Operations (1406)	$30,000	General Operations (1406)	$30,000
	Coordination & Administration of the CFP Grant	$10,000	Design Work & Fees	$ 5,000
	Computer Software Upgrade & Training, Computers, Printers, Office Equipment & Fixtures	$ 5,350	Coordination & Administration of the CFP Grant	$10,000
			Office Equipment/System Upgrade	$ 3,000
			Training	$ 1,500
	Subtotal of Estimated Cost	$45,350	Subtotal of Estimated Cost	$49,500

Part III: Supporting Pages – Management Needs Work Statement(s)

Work Statement for Year 1 FFY 2012	Work Statement for Year 4 FFY 2015		Work Statement for Year: 5 FFY 2016	
	Development Number/Name General Description of Major Work Categories	Estimated Cost	Development Number/Name General Description of Major Work Categories	Estimated Cost
See Annual Statement	**AZ003000001**		**AZ00300001**	
	PHA WIDE WORK ITEMS		**PHA WIDE WORK ITEMS**	
	General Operations (1406)	$30,000	General Operations(1406)	$30,000
	Design Work & Fees	$11,000	Coordination & Administration of the CFP Grant	$10,000
	Coordination & Administration of the CFP Grant	$10,000	Office Furniture	$2,000
	Office Equipment	$ 5,000	Office Flooring	$3,000
	Training	$ 5,000		
	Subtotal of Estimated Cost	$61,000	Subtotal of Estimated Cost	$45,000

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350110 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2010 FFY of Grant Approval: 2010

Type of Grant
☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☒ Revised Annual Statement (revision no:5)
☐ Performance and Evaluation Report for Period Ending: ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21)[3]	$ 35,000	$0	$0	$0
3	1408 Management Improvements	$ 4,500	$0	$0	$0
4	1410 Administration (may not exceed 10% of line 21)	$ 10,000	$0	$0	$0
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures		$ 16,553	$ 16,553	$ 16,553
11	1465.1 Dwelling Equipment—Nonexpendable	$129,605	$187,892	$183,410	$183,410
12	1470 Non-dwelling Structures	$ 70,000	$ 44,660	$ 37,199	$ 37,199
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities[4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

form HUD-50075.1 (4/2008)

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350110 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant:2010 FFY of Grant Approval: 2010

Type of Grant

☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☒ Revised Annual Statement (revision no: 5)

☐ Performance and Evaluation Report for Period Ending: ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$249,105	$249,105	$237,162	$237,162
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
[signature]	1/17/12	[signature]	1-20-12

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part II: Supporting Pages

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350110 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	Federal FFY of Grant: 2010

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
PHA Wide	Operations	1406		$35,000	$0	$0	$0	
PHA Wide	Management Improvements	1408		$ 4,500	$0	$0	$0	
PHA Wide	Administration	1410		$ 10,000	$0	$0	$0	
PHA Wide	Interior/Exterior Painting	1460		$109,105	$87,071	$86,116	$86,116	On-going
PHA Wide	Bathroom Tubs/Cabinets/Sinks/Toilets	1460		$ 8,000	$44,512	$40,012	$40,012	On-going
PHA Wide	Plumbing	1460		$ 7,500	$7,560	$7,560	$7,560	On-going
PHA Wide	Flooring	1460		$ 5,000	$48,598	$41,188	$41,188	On-going
PHA Wide	Appliances	1465		$70,000	$44,660	$37,199	$37,199	On-going
PHA Wide	Concrete / Asphalt Repair	1450		$0	$11,213	$11,213	$11,213	Completed
PHA Wide	Interior/Exterior Doors	1460		$0	$8,534	$8,534	$8,534	Completed
PHA Wide	Exterior Plumbing	1450		$0	$ 5,340	$ 5,340	$ 5,340	Completed

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350111 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2011 FFY of Grant Approval: 2011

Type of Grant
☒ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)
☐ Performance and Evaluation Report for Period Ending: ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]	$ 14,976			
3	1408 Management Improvements	$ 6,000			
4	1410 Administration (may not exceed 10% of line 21)	$ 15,000			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement	$ 10,000			
10	1460 Dwelling Structures	$161,000			
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350111 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant:2011 FFY of Grant Approval: 2011

Type of Grant

☒ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)

☐ Performance and Evaluation Report for Period Ending: ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$206,976			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
Elaine Wamosyk	7/14/11		8-3-11

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[4] RHF funds shall be included here.

form HUD-50075.1 (4/2008)

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Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part II: Supporting Pages

PHA Name: City of Glendale Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: AZ20P00350111 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2011**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
PHA Wide	Operations	1406		$14,976				
PHA Wide	Management Improvements	1408		$ 6,000				
PHA Wide	Administration	1410		$15,000				
PHA Wide	Roof Repair or Replacement	1460		$50,000				
PHA Wide	Bathroom Tubs/Cabinets/Sinks/Toilets	1460		$48,000				
PHA Wide	Faucets & Plumbing	1460		$20,000				
PHA Wide	Flooring	1460		$40,000				
PHA Wide	Windows & Window Screens	1460		$ 3,000				
PHA Wide	Landscaping & Tree Trimming	1450		$10,000				

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[2] To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 8/31/2011

Part I: Summary

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350112 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2012 FFY of Grant Approval: 2012

Type of Grant
☒ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)
☐ Performance and Evaluation Report for Period Ending: ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21)[3]	$ 22,800			
3	1408 Management Improvements	$ 8,000			
4	1410 Administration (may not exceed 10% of line 21)	$ 7,600			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement	$ 25,000			
10	1460 Dwelling Structures	$127,272			
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities[4]				

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[4] RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 08/31/2011

Part I: Summary

PHA Name: City of Glendale Housing Authority	Grant Type and Number Capital Fund Program Grant No: AZ20P00350112 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant:2012 FFY of Grant Approval: 2012

Type of Grant
☒ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)
☐ Performance and Evaluation Report for Period Ending: ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$190,672			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
[signature]	2/14/12	[signature]	3/12/2012

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[4] RHF funds shall be included here.

form HUD-50075.1 (4/2008)

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U.S. Department of Housing and Urban Development
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OMB No. 2577-0226
Expires 08/31/2011

Part II: Supporting Pages

PHA Name: City of Glendale Housing Authority	**Grant Type and Number** Capital Fund Program Grant No: AZ20P00350112 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2012**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
PHA Wide	Operations	1406		$22,800				
PHA Wide	Management Improvements	1408		$ 8,000				
PHA Wide	Administration	1410		$ 7,600				
PHA Wide	Bathroom Tubs/Showers Cabinets/Sinks/Toilets	1460	21	$43,000				
PHA Wide	Faucets & Plumbing	1460	21	$17,000				
PHA Wide	Flooring Carpet/Tile Purchase and Installation	1460	21	$44,272				
PHA Wide	Complex Parking Lot Rehab & Concrete/Asphalt Repair	1450	1	$25,000				
PHA Wide	Interior / Exterior Painting	1460	1	$23,000				

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.